COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

JULY/AUGUST 2007

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Integrating the Enterprise

Achieving the Mission through IT

Interviews with

Robert D. Gourley
Chief Technology Officer
and
Dale W. Meyerrose
Associate Director of National Intelligence
and Chief Information Officer

PLUS...

- *A Tribute to Gordon F. Negus*
- *Time for a Change: New Time and Attendance Process*
- *HOTR Heats Up Collection Analytic Transformation*

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july/august 2007

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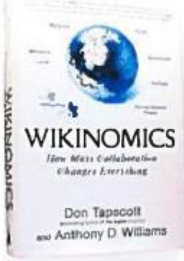

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COMMUNIQUÉ
A Defense Intelligence Agency Publication

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Article Submission Deadlines

September/October 2007 issue — **Aug. 10, 2007**
November/December 2007 issue — **Oct. 12, 2007**

Answering the IC's CALL OF DUTY

By Dr. Michaline M. Dobrzeniecki, HC

Born from the provisions of the Intelligence Reform and Terrorism Prevention Act of 2004, Intelligence Community Directive (ICD) 601: Joint Intelligence Community Duty Assignments, issued in May 2006, encourages and facilitates assignments and details of civilian intelligence community (IC) personnel to national intelligence centers and elements within the IC. On June 25, Director of National Intelligence (DNI) Mike McConnell signed the implementing instructions for the IC's Civilian Joint Duty Program.

Joint IC duty is a civilian personnel rotation system similar to joint duty in the military. It consists of a formal, 12- to 36-month detail or rotational assignment from one IC element to another with the aim of giving employees the benefit of learning the culture, environment, practices and procedures of a different IC organization. Joint IC duty will help

- Ensure IC employees have a community- and enterprise-wide perspective.
- Cultivate cross-organizational networks.
- Facilitate knowledge and information sharing.
- Increase depth of understanding of IC programs and operations.

Deputy Director Letitia "Tish" Long is one of many proponents of joint duty. "You need different experiences to understand the IC. [Multiple assignments across the IC] really added to the person and leader that I am," she said. And according to John Allison, deputy director for human capital, joint duty allows you to "see very dramatically the differences in the intelligence community. After you live through a joint experience, you see that the benefits are obvious."

Intelligence community photo

Director of National Intelligence Mike McConnell signs the implementing instructions for the IC's Civilian Joint Duty Program in Washington, June 25. Joining McConnell are, left to right, Department of Energy Deputy Secretary Clay Sell, Chairman of the Joint Chiefs of Staff Gen Peter Pace, Department of State Deputy Secretary John Negroponte, Attorney General Alberto Gonzales, Department of Defense Secretary Robert Gates, and Department of Homeland Security Secretary Michael Chertoff.

The DNI joint duty instructions provide overarching implementing guidance for the entire IC. Operating within this guidance, DIA and other Department of Defense IC component organizations are currently working to create the tools and systems for recording and processing joint duty service. Beginning in September, IC employees will have an opportunity to claim a previous assignment for joint duty credit, including service in ODNI or one of its national centers; service in another IC agency or element; service with a combatant command; military or other federal agency experience; private sector or academic experience; and certain specified internal agency assignments as defined by joint duty criteria and instructions. Joint duty credit can be fulfilled at any point in an individual's career.

The DNI has made civilian joint duty one of his highest priorities. The implementing instructions put in place the administrative policies and procedures necessary to ensure an effective joint duty program. Visit the DNI's joint duty Web site — *http://jdweb.diac.dia.ic.gov/index.html* — to read the implementation instructions, view joint duty opportunities, post comments on the joint duty blog and find answers to your frequently asked questions.

Joint Duty Frequently Asked Questions

Q: Is everyone required to participate in joint IC duty?

A: No. Joint duty is strictly voluntary; there is no requirement for participating in or completing a joint duty assignment for promotion through GS-15 or equivalent. However, completing a joint IC duty assignment will be a prerequisite for promotion to most, if not all, senior executive and senior technical positions.

The real benefit of a joint duty assignment for an IC employee, at any phase of his/her career, is the opportunity to increase skills and knowledge and gain community- and enterprise-wide perspectives to relevant and critical IC issues.

Q: Do I have to actually become an employee of another IC agency to meet the joint duty requirement?

A: No. Although being employed by more than one IC agency over the course of an IC employee's career is one way to meet the joint duty requirement, you may also receive joint duty requirement credit for rotational assignments to positions inside and outside the IC.

Q: What if I've already completed an assignment in one or more IC elements that I feel qualifies as joint duty?

A: Many employees across the community may have already served in other IC elements and been exposed to a "joint environment." On a case-by-case basis, your employing IC-element will grant equivalencies for other assignments.

Source: ODNI joint duty Web site

Editor's note: Excerpts of this article courtesy of the June 26 ODNI Spotlight.

DECLASSIFYING Historical Intelligence

By James D. Claxton, DA

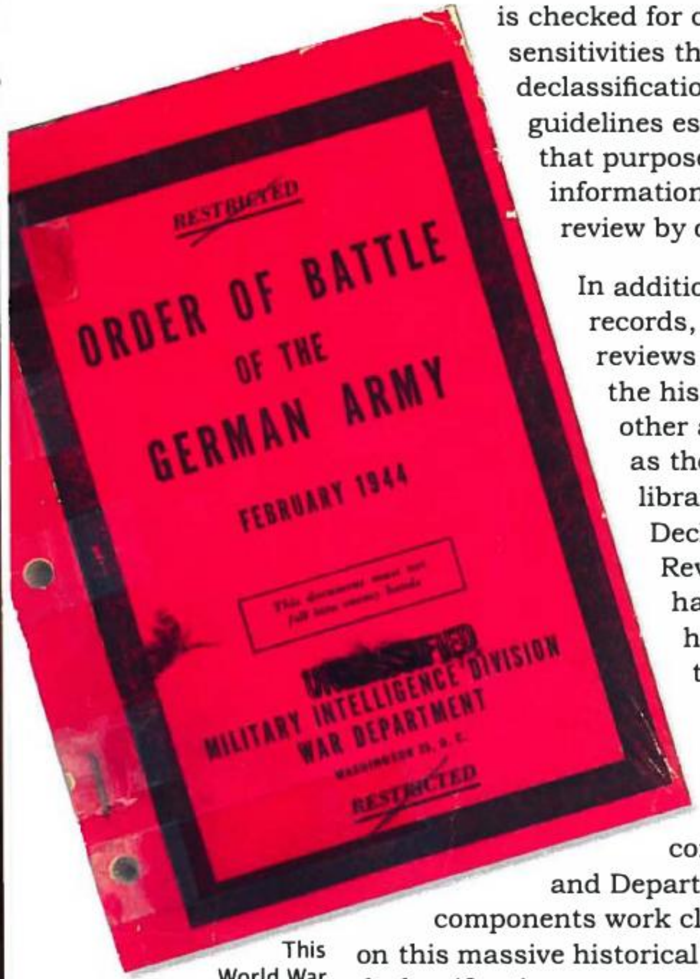
If you were to stack one million pages of paper, they would be as tall as the Washington Monument. Since its beginning in 1997, the DIA Declassification Review Team in the Directorate for Mission Services Public Access Branch (DA/DAN-1A) has declassified that much historical intelligence material. An additional two million pages still contain classified information and have their classification maintained pending future re-review.

Executive order requires government-wide declassification review of historical records 25 years or older. Today, DIA's permanent records contain about 70 million pages, with more added each year. The Declassification Review Team is chewing through collections of files as they become eligible. Each document

is checked for current sensitivities that prevent declassification — using guidelines established for that purpose — and for information requiring review by other agencies.

In addition to DIA records, the team reviews DIA equities in the historical files of other agencies, as well as the presidential libraries. The Declassification Review Team has reviewed hundreds of thousands of pages referred from CIA alone. All members of intelligence community (IC) and Department of Defense components work closely on this massive historical records declassification program.

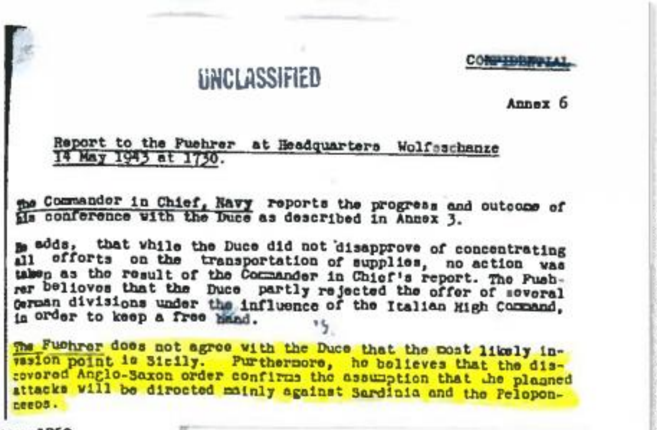
After declassification, DIA historical records are available to the public as holdings of the National Archives. Newly released information on areas of DIA involvement includes the Cuban Missile Crisis, the Soviet and Warsaw Pact military threat, the Vietnam War, the Arab-Israeli wars, and intelligence supporting Strategic Arms Limitation Talks.



This World War II order of battle was produced in the run-up to Operation OVERLORD.

DIA's declassification team has also participated in many special historical declassification actions on the part of the government and IC. Some include the declassification of the records of the Kennedy assassination, the national intelligence estimates from the Cold War, human rights abuses in Latin America, the STAR GATE examination of "remote viewing" as an intelligence technique and the Gulf of Tonkin incident.

Through the efforts of the agency's Declassification Review Team, DIA is fulfilling the order of the president by maintaining still-valid national interests and bringing to light information of value to researchers, historians, students and the American people.



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Annex 6

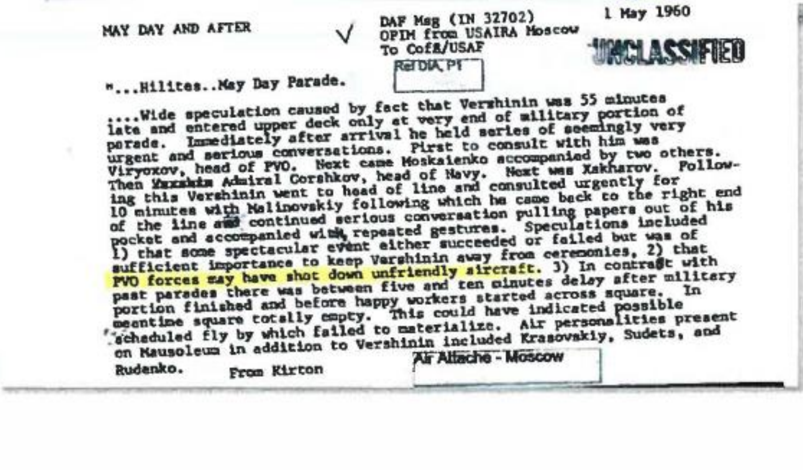
Report to the Fuehrer at Headquarters Wolfsschanze
14 May 1943 at 1730.

The Commander in Chief, Navy reports the progress and outcome of his conference with the Duce as described in Annex 3.

He adds, that while the Duce did not disapprove of concentrating all efforts on the transportation of supplies, no action was taken as the result of the Commander in Chief's report. The Fuehrer believes that the Duce partly rejected the offer of several German divisions under the influence of the Italian High Command, in order to keep a free hand.

The Fuehrer does not agree with the Duce that the most likely invasion point is Sicily. Furthermore, he believes that the discovered Anglo-Saxon order confirms the assumption that the planned attacks will be directed mainly against Sardinia and the Peloponnesus.

All images submitted by DA



MAY DAY AND AFTER ✓

DAF Msg (IN 32702)
OPIM from USAIRA Moscow
To CofS/USAF

1 May 1960

UNCLASSIFIED

Ref DIA, P1

"...Hilites..May Day Parade.

....Wide speculation caused by fact that Vershinin was 55 minutes
late and entered upper deck only at very end of military portion of
parade. Immediately after arrival he held series of seemingly very
urgent and serious conversations. First to consult with him was
Viryoxov, head of PVO. Next came Moskalenko accompanied by two others.
Then Admiral Gorshkov, head of Navy. Next was Xakharov. Follow-
ing this Vershinin went to head of line and consulted urgently for
10 minutes with Malinovskiy following which he came back to the right end
of the line and continued serious conversation pulling papers out of his
pocket and accompanied with repeated gestures. Speculations included
1) that some spectacular event either succeeded or failed but was of
sufficient importance to keep Vershinin away from ceremonies, 2) that
PVO forces may have shot down unfriendly aircraft. 3) In contrast with
past parades there was between five and ten minutes delay after military
portion finished and before happy workers started across square. In
meantime square totally empty. This could have indicated possible
scheduled fly by which failed to materialize. Air personalities present
on Mausoleum in addition to Vershinin included Krasovskiy, Sudets, and
Rudenko. From Kirton

Air Attache - Moscow

Above - This translation of an extract from the captured Nazi German Naval War Diary shows how Hitler fell for Operation MINCEMEAT. The "discovered Anglo-Saxon order" was an elaborate deception operation.

Left - The U.S. Air attaché, Moscow, reports an early indicator of the loss of the U-2 aircraft flown by Francis Gary Powers, shot down near Sverdlovsk on May 1, 1960.

Post of the Month:

U.S. Defense Attaché Office TEL AVIV, ISRAEL

By the Directorate for Human Intelligence, DH

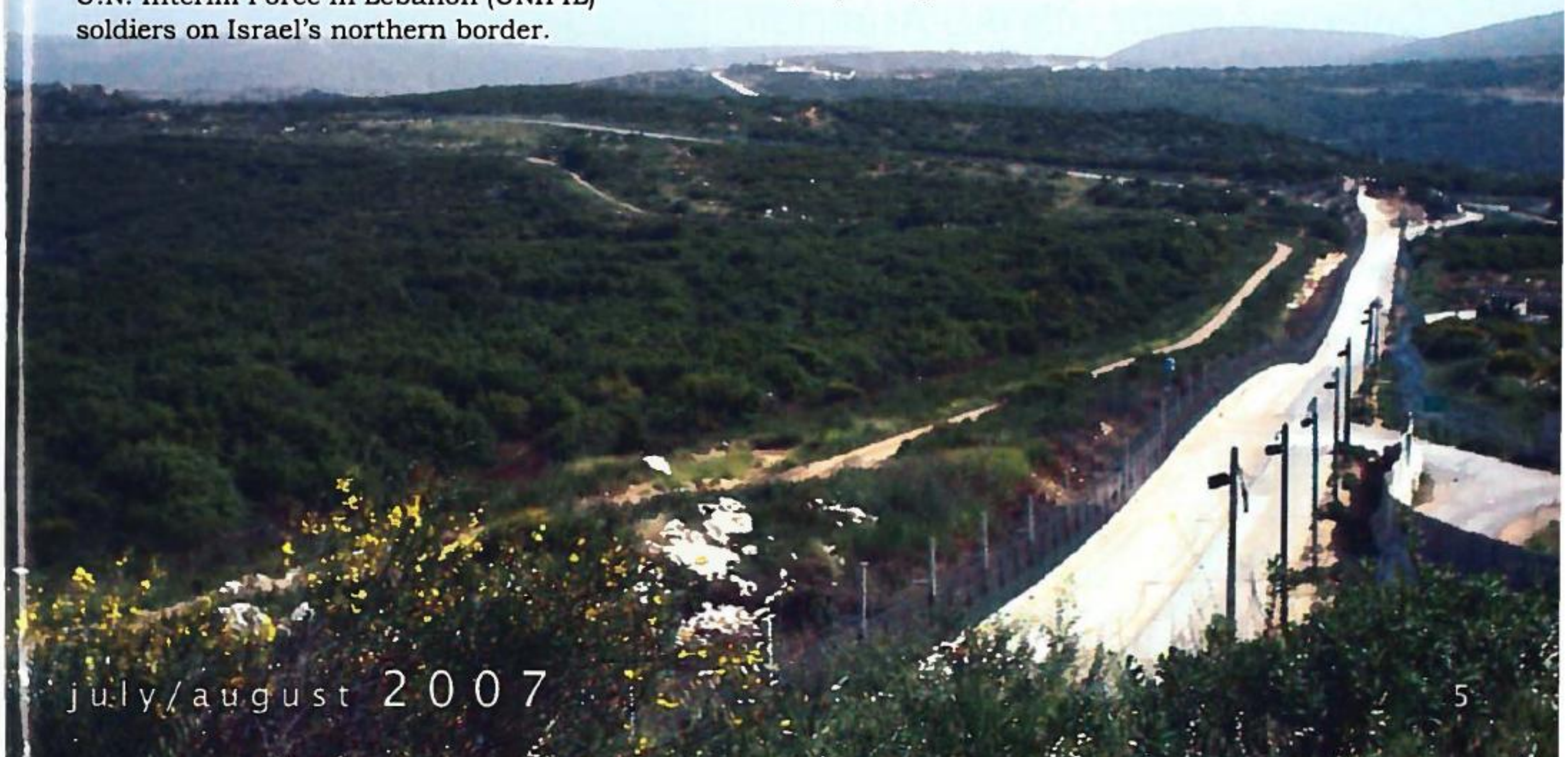
Post Highlights:

Israel is a small country with major global significance. Its close friendship with the U.S. often places Israel at the "center of the wheel" in U.S. Middle East policy. As fast as the U.S. formulates policy and makes progress on issues related to Israel, the situation can change. For example, within the span of just two years, then-Prime Minister Ariel Sharon lapsed into a coma in January 2006 after forming a new powerhouse political party, Kadima, and the terrorist organization Hamas won in elections for leadership in the Palestinian Authority. Subsequently, Lebanese Hezbollah kidnapped Israeli soldiers in July 2006, prompting a month-long war with Israel. A U.N.-brokered cease-fire then led to the presence of more than 14,000 U.N. Interim Force in Lebanon (UNIFIL) soldiers on Israel's northern border.

In a country where inches have strategic impact and the strategic situation can change within hours, U.S. Defense Attaché Office (USDAO) Tel Aviv succeeds in its challenging mandate — keeping policymakers within the intelligence community, Department of Defense, State Department and the White House informed.

Host Country Highlights:

In an ever-changing environment, the Israelis currently face the disintegration of the Palestinian National Unity Government as its rival parties, Hamas and Fatah, slowly slide closer to de facto civil war. Israel is uncertain if Palestinian President Mahmoud Abbas, though well-meaning, will be able to reform Fatah or gain effective control of the security situation, especially in Gaza.



Israel's defense arena is in major reform, particularly in the wake of last summer's Second Lebanon War. Amir Peretz, Israel's first minister of defense without significant military experience, is fighting for his political life, both internally within his party and externally with Prime Minister Ehud Olmert. The new Israel Defense Forces (IDF) chief of general staff, LTG Gabi Ashkenazi, is working his military at a strong pace to reverse the decline of respect, training and equipping of IDF. In what has been called the "Year of Readiness," IDF is in the process of implementing and exercising lessons learned for a possible renewal of conflict this year.

Assistant Army Attaché LTC Rich Outzen explains to a visiting Air Force officer the historic battles on the Golan Heights.

Photo submitted by DH

Mediterranean Sea
Haifa
Nazareth
Hadera
Netanya
Tel Aviv-Yafo
Petah Tiqwa
Bat Yam
Holon
Rishon LeZiyyon
Ashdod
West Bank
Jerusalem
Ashqelon
Gaza Strip
Dead Sea
Beersheba
Dimona
NEGEV
JORDAN
EGYPT

Location:
Tel Aviv, Israel

Population Size:
6.4 million

Primary Language:
Hebrew

Basic Greeting:
Shalom

Operational Highlights:

Israel is a central stop for many high-level visitors and delegations. More than 500 general officers or their equivalents visited Israel in 2006, excluding the duration of the Second Lebanon War. Visits in 2007 have included the secretary of defense, the director of national intelligence, the European Command Joint Staff and numerous secretary of state visits. The list of future visitors grows every day. USDAO Tel Aviv maintains close relationships at all levels of the Israel Defense Force, Ministry of Defense, Home Front Command and throughout Israeli industry, academia and society. From the commander of the Israeli military to their newest conscripted soldiers, USDAO Tel Aviv is building relationships that help the U.S. achieve its national security strategy within the context of the Middle East.

Defense Attaché, USDAO Asuncion, Enables the Admission of Paraguayan Cadet to West Point

By Capt N. Denise Ilkay, DH

May 11 Paraguayan cadet, Sub-Brigadier Anibal Lopez, was recognized by the General of the Army, Bernardino Soto, and U.S. Defense Attaché LTC Dennis Fiemeyer, U.S. Defense Attaché Office Asuncion, for his admission to West Point, marking the first Paraguayan cadet to attend West Point in more than 50 years.

Photo by Mariscal Francisco Solano Lopez, Academia Militar

Time for a CHANGE

By the Office of the Chief Financial Executive, FE, and the Directorate for Human Capital, HC

In early 2007 the Directorate for Human Capital (HC) and the Office of the Chief Financial Executive (FE) partnered to modernize DIA's timekeeping practices. The first phase will begin rolling out before the end of this fiscal year. Since this effort affects every civilian employee, you may be asking why we are making this change.

The current timekeeping process starts with the National Security Agency (NSA), our financial and payroll services provider. Every pay period NSA prints out a personalized timesheet for all DIA civilians. This process requires a specialized printer to generate a barcode that matches the employee's Social Security number to the current pay period for record storage and retrieval.

Once the timesheets are printed, they are bundled and shipped to the DIAC, where they are manually sorted and repackaged for shipment to timekeepers, who distribute them to employees around the world.

Employees typically receive their timesheets after the pay period has begun, and must rely on alternate methods, such as spreadsheets and timekeeper provided forms, to record their time until the timesheet is available. Upon receipt of the official timesheet, every employee's information is manually re-entered from the interim timekeeping form onto the final timesheet and signed.

The current process takes more than a week, end-to-end, and costs DIA approximately $3.4 million a year in employee labor and shipping costs. In addition to the measurable costs, like shipping and labor, the process is costly in intangible ways like inefficiency, inaccuracy and lack of compliance with federal guidelines for timely and accurate reporting.

Phase 1 of the Timekeeping Improvement Initiative will replace all of these steps with an Adobe Acrobat based electronic timesheet, continuously available to employees on the JWICS and SIPRNet networks. This small change will save DIA approximately $1 million a year, and is our initial step in improving the current process.

Stay tuned for more news on how DIA will fully automate timekeeping and introduce additional improvements and efficiencies in the future!

Supporting the Warfighter THROUGH LEARNING

By the Office of Learning and Career Development, HC

There's keen competition at DIA for civilian seats in senior service schools, command and staff colleges, and other academic programs. Staff selected for participation represent DIA and its mission to support the warfighter.

Participants study alongside military peers at such schools as the National War College, College of Naval Warfare, Air Command and Staff College, Army Command and General Staff College, and Marine Corps Command and Staff College. Each school complements a core curriculum with electives and a robust lecture series, and attendees are encouraged to study topics outside their areas of expertise. Graduates return to DIA with a renewed enthusiasm for their work and a better understanding of the role we play in the intelligence community and the broader national security arena.

Current training opportunity announcements for senior service schools, command and staff colleges and other academic programs can be viewed on the Directorate for Human Capital's (HC's) Web site. Go to HC's homepage and click on "Training opps" next to the Learning Resources icon; then on the right-hand side of the Web page under "TEC Information," click on the "Program Descriptions" link. There you'll find eligibility requirements, application procedures and submission deadlines for each school. HC encourages personnel who are interested in attending these schools to contact returning graduates to discuss program benefits.

For more information on these and other competitive training and development opportunities, contact Carolyn Vaden in the HC's Center for Leadership and Professional Development (HCL-2) at (202) 231-2205.

DIA welcomes back the following senior service school, command and staff college, and other academic program graduates — and prepares to send off a new wave of students.

Senior Service Schools:

National War College
Graduates of 2006 - 2007
Michael J. Barry, DI
Tonda A. Hunsinger, DI
Johnny O. Sawyer, DI

Incoming Students for 2007 - 2008
John J. Aclin, DI
Daniel W. Danik, DI
Que-Thanh Le, DH

Industrial College of the Armed Forces
Graduate of 2006 - 2007
Janet L. Anderson, DI

Incoming Student for 2007 - 2008
Scott D. LaCoss, DH

Air War College
Graduate of 2006 - 2007
Lou Anne Demattei, DI

Incoming Student for 2007 - 2008
Richard M. Cappelli, DI

College of Naval Warfare
Graduate of 2006 - 2007
Steven M. Grogan, DI

Command and Staff Colleges:

Army Command and General Staff College
Graduate of 2006 - 2007
Heinisha S. Jacques, DA

Incoming Student for 2007 - 2008
Edward T. McGowan, DT

Air Command and Staff College
Graduate of 2006 - 2007
Darren S. Block, DI

Incoming Student for 2007 - 2008
Amber C. Tussing, DI

Naval Command and Staff College
Graduate of 2006 - 2007
DH Employee

Incoming Student for 2007 - 2008
DH Employee

Marine Command and Staff
Graduate of 2006 - 2007
Zachary R. Schneidt, DI

Incoming Student for 2007 - 2008
Michael P. Kunkler, DH

Other Academic Programs:

Inter-American Defense College
Graduates of 2006 - 2007
William G. Beaman, DH
Johann Grimm, DI

Incoming Student for 2007 - 2008
Marisa S. Gonzalez, DI

Joint Advanced Warfighting School
Graduate of 2006 - 2007
Suzanne T. Neal, DA

Incoming Student for 2007 - 2008
Craig A. Dudley, DH

National Security Fellowship — Harvard
Graduate of 2006 - 2007
Jeffery A. Builta, DI

Incoming Students for 2007 - 2008
John F. Deasy, DA
Jacky L. Hardy, DI

Defense Leadership and Management Program Participants:

National War College
Graduates of 2006 - 2007
Stephen C. Haaga, DH
Raphael Sanchez-Carrasquillo, DI

Incoming Students for 2007 - 2008
Gregory S. Kirkpatrick, DT
Donald J. McConnell, DI
Michael O. McMahon, DI
Presley R. Reeves, J2
Thomas F. Villacres, DI
Spencer Way Jr., CS

Industrial College of the Armed Forces
Graduates of 2006 - 2007
Cynthia L. Davidson, DT
Brian M. Lassahn, DS

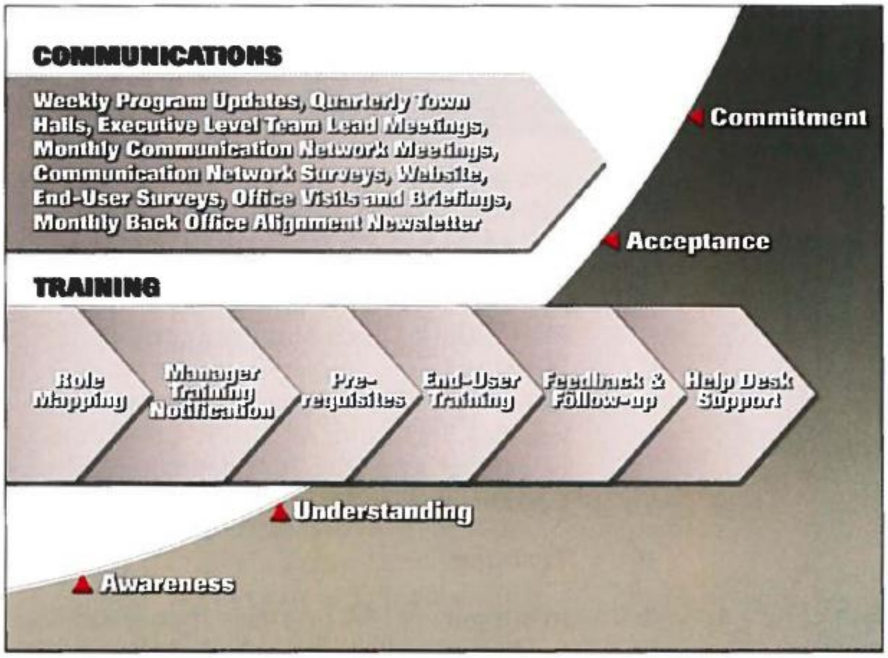
Army War College
Incoming Student for 2007 - 2008
Kenneth R. Gerhart, CP

CHANGE is GOOD: Managing Back Office Alignment Transformation

By the Financial Business Solutions Office, FE

Driven by the DIA culture of continuous improvement, and in order to deliver world-class support for the mission, DIA is pursuing a strategy to align and integrate the agency's "back office" business functions: financial management, procurement, logistics, human resources and information technology service management. As articulated in Goal 6 of the DIA Strategic Plan — "Provide superior resource and organization management" — DIA leadership is committed to efforts that streamline the enabling structures and processes behind the intelligence collection and analysis that are crucial to the needs of the nation.

As directorates across DIA collaborate on a host of "Back Office Alignment" initiatives, the Financial Business Solutions Office (FE-4) is educating the work force on the changes ahead, communicating the benefits they can expect and positioning users for success with new systems for accounting, contracting, purchase requests, and a central repository for agency-wide data reporting and management.


COMMUNICATIONS
Weekly Program Updates, Quarterly Town Halls, Executive Level Team Lead Meetings, Monthly Communication Network Meetings, Communication Network Surveys, Website, End-User Surveys, Office Visits and Briefings, Monthly Back Office Alignment Newsletter
Commitment
Acceptance
TRAINING
Role Mapping
Manager Training Notification
Pre-requisites
End-User Training
Feedback & Follow-up
Help Desk Support
Understanding
Awareness

As shown in the graphic to the right, communications and training help to increase Back Office Alignment awareness, build understanding, and ultimately earn acceptance and commitment from the DIA work force.

Communications

Committed to open and ongoing communications about DIA Back Office Alignment, FE-4 facilitates regular team lead meetings with key stakeholders from the Office of the Acquisition Executive (AE), Directorate for Information Management and Chief Information Officer (DS), and Office for Engineering and Logistics

Services (DAL) to review scheduled tasks and identify and resolve program risks and issues related to the new systems.

FE-4 communicates directly with end-users through weekly FMS program updates and a monthly Back Office Alignment newsletter. Monthly Communication Network meetings bring together FMS FACTS change agents to discuss key updates and measure progress against the financial accounting system's project milestones. Other ongoing communication vehicles such as quarterly townhalls, real-time updates to the FE-4 Web site and ongoing information-sharing sessions will help provide Back Office Alignment stakeholders with program happenings and up-to-date information as needed.

Back Office Alignment Systems

Accounting:
Financial Management Solutions Financial Accounting and Corporate Tracking System (FMS FACTS)

Contracting:
ComprizonSuite

Purchase Requests:
Purchase Request Electronic Support System (PRESS)

Data Reporting and Query Capability:
Enterprise Data Warehouse (EDW)

FE-4's Back Office Alignment outreach initiatives are complemented by other directorates' ongoing communication vehicles, including AE's BPR-CMS project newsletter and ongoing briefings by the GATES team on PRESS.

Training

In support of DIA Strategic Plan Goal 8, FE-4 is dedicated to efforts aimed at "providing the optimal work environment" and committed to providing timely, role-specific training on the systems, policies and procedures that employees require to be successful in their jobs. FE-4 has training preparation activities currently underway that include aligning the work force to the correct FACTS and EDW system roles, developing training materials and job aids, producing non-system process manuals, and registering students for the training they will need to be successful in the new systems.

In classroom training sessions in June and July and again from September to November 2007, the enterprise resource manager and FE satellite staff will receive a blend of instructor-led training and hands-on practice with the new systems. In addition to FACTS and EDW training, end-users will also receive instruction on changes made to the purchase request process with the PRESS 2.2 release and updates to the agency's contracting functions with the introduction of ComprizonSuite. In addition to FACTS, EDW, PRESS and ComprizonSuite collaboration, FE-4 continues to partner with other DIA directorates to develop and facilitate training for systems and processes that will support DIA Back Office Alignment.

The Way Ahead

By deploying focused training and communications initiatives across DIA to support Back Office Alignment, FE-4 is positioning agency staff for success with the new integrated systems and with non-systems business processes. In collaboration with ongoing DIA Six Sigma efforts and the Knowledge Lab's new Accelerated Learning Project, FE-4 and its Back Office Alignment partners are working to ensure that staff receive training that is delivered at the point of need, in line with their personal and professional goals, and synchronized with the agency's need for the development of specific knowledge, skills and abilities.

Driven by the DIA Strategic Plan Goal 1 — "transform the defense intelligence enterprise," — the efforts underway within FE-4 and across the DIA directorates contributing to Back Office Alignment will bring enhanced operational efficiency to the functions and operations that provide critical business support to the agency's mission.

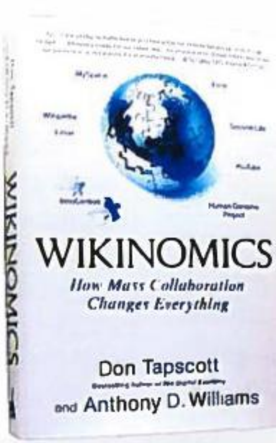
If you have questions or would like more information on FMS/FACTS, please contact your Directorate Communication Network representative or the FE-4 FMS/FACTS team at *dise244@dia.ic.gov* or (703) 907-0779.

HARNESSING INNOVATION through Collaboration

By Adrian "Zeke" Wolfberg, CS

In "Wikinomics," the authors' premise is that the traditional hierarchical and control structures that exist within corporations — and, one could surmise, government agencies as well — will eventually be replaced by extensive collaborative behavior across boundaries, or "mass collaboration." The authors aren't saying hierarchies will disappear in the near future, just that the trend has been set in motion for their decline in prominence.

What is Wikinomics? It's a metaphor of sorts for a "new era of collaboration and participation" in the marketplace. Tapscott and Williams compare the principles governing how organizations traditionally do business to the principles needed in an era of collaboration. They are surprisingly and dramatically different. I think we sometimes don't know or don't realize the kind of organizational environment we need for collaboration. Conventional organizational interests include having the right kind of people on staff, focusing on the customer, thinking globally but acting locally, having good management controls and protecting intellectual property. This last interest resides clearly in the commercial sector, but we have our analogs in government as well. The new organizational principles are openness, mass collaborative peer production or "peering," sharing intellectual property and acting globally.



Book Review

Title: Wikinomics: How Mass Collaboration Changes Everything

Authors: Don Tapscott and Anthony D. Williams

Published in 2006

Tapscott is a professor at the University of Toronto's Rotman School of Management, author of 10 books and heads New Paradigm, a strategy consulting company. Williams is research director at New Paradigm and teaches at the London School of Economics.

Tapscott and Williams cite research on the value of openness — meaning transparency, candor, freedom and flexibility — for the corporation. These concepts are also highly relevant to DIA and the intelligence community (IC). Transparency directly impacts organizational performance. It builds partnerships, lowers the transaction costs of acquiring knowledge, improves sharing and adaptation, creates higher levels of trust among both employees and people outside an organization, and increases innovation and loyalty.

Peering, another "Wikinomics" principle, describes horizontal collaboration to create

knowledge-based products and services. Some may call peering by other names like networking. Tapscott and Williams point out that the rules of operation for peering, or peer production, are as "different from a command and control hierarchy as the latter was from the feudal craft shop of the preindustrial economy." Peering succeeds by leveraging "self-organization," a production technique that, according to the authors, is much more effective in knowledge-creation and sharing than many hierarchical management practices. Wikipedia is an example of peering on the commercial side. And companies like Google, Amazon and IBM, amongst others, have also demonstrated that employee self-organization can not only be encouraged but, more importantly, can also be created. That's powerful stuff which requires the right environment to work.

> The roles of transparency and self-organization are two powerful principles that we should contemplate and act upon.

The majority of the book details seven models of mass collaboration, providing concrete examples of how to leverage it. One is the "wiki workplace" — a look at how mass collaboration is evolving in the commercial workplace. Collaboration across internal and external boundaries requires changes in how we manage the work force. More to the point, managing broad collaboration is a skill that we may not fully appreciate.

The authors cite IBM, which is learning a "new participatory management model," including a program that is conceptually similar to our Crossing Boundaries on a larger scale. In 2006, IBM invited employees worldwide to a brainstorming session called "InnovationJam." More than 100,000 people participated through moderated online discussions. The breakthrough innovations that surfaced prompted IBM CEO Sam Palmisano to commit up to $100 million to take on the ideas with the most social and economic impact.

What did I learn from reading this book? "Wikinomics" examines the world at large and the commercial sector in particular. But the authors recognize that mass collaboration in the future will occur over time and differently within various communities. How does this apply to the government and to DIA? I think many of the concepts in "Wikinomics" are directly applicable. For example, the organizational tension between the vertical command-and-control management system and the horizontal self-organization peer model exists just about everywhere. This serves as a common reference point for further discussion within the IC. The roles of transparency and self-organization are two powerful principles that we should contemplate and act upon.

The Knowledge Lab has purchased 30 copies of "Wikinomics" for DIA employees for their professional development. If you are interested in receiving a copy, please contact Zeke Wolfberg at (202) 231-6449.

A Rocky Mountain High for DEFENSE INTELLIGENCE ACQUISITION

By Judith R. Oxman, AE

DIA hosted the first Defense Intelligence Acquisition Conference May 14 - 17 at the Keystone Conference Center, located in Colorado's Rocky Mountains. The conference theme was "Capability Partners in the Global War on Terror." Speakers focused on the evolution necessary to enable the intelligence community (IC) to keep pace with and adapt to constantly changing threats to our national security. This first-ever gathering brought more than 250 members of the intelligence agencies and their industry partners together in a training-focused venue. Additionally, the conference provided all attendees with an opportunity to meet, share ideas and collaborate with other IC members, as well as a forum to discuss common IC and defense issues and concerns with their civilian, military and industry counterparts.

Senior DIA, Department of Defense, IC and other government and industry leaders keynoted the plenary sessions, providing a 360-degree view of issues facing the acquisition work force. These speakers shared their successes and suggestions for building upon them as well as their concerns for the future. It was noted that the issues raised included a common thread, regardless of which part of the acquisition process applied. The presentations focused on knowledge building, problem solving and strengthening the intelligence mission.

Speakers also emphasized strengthening the connection to the warfighter and the Global War on Terror.

An industry panel presented its viewpoints during a session entitled "Partnering with Defense Acquisition Intelligence." Two special sessions were also held — a luncheon where retired LTC Steve Russell captivated the audience with his account of "The Hunt and Capture of Saddam Hussein" and the conference closing session, "Forensic Intelligence in the Global War on Terrorism," presented by Dr. Robert Ing.

Photo by Frank Powell, Technology Forums

MG Michael Vane, vice director for force structure, resources and assessments, J-8, Office of the Chairman of the Joint Chiefs of Staff, addressed attendees during one of the keynote sessions.

The general sessions and workshop presentations focused on Director of National Intelligence Mike McConnell's plan to build acquisition excellence. Afternoon breakout sessions addressed numerous topics including perspectives of the House Intelligence Committee; IC acquisition best practices; knowledge capture, transfer and reuse; offshore threats; transformation and legal issues; and market analysis implications. Two of the evening events and a luncheon

The Acquisition Conference plenary sessions provided a 360-degree view of issues facing the defense intelligence acquisition work force.

Photo by Frank Powell, Technology Forums

Elizabeth Coates, AE; Judith Oxman, AE; Tim Soltis, FE; and Juanita Galbreath, FE, enjoy the conference's closing banquet.

Photo by Jay Walker, Technology Forums

centered around the industry exhibit booths, facilitating interaction between government and industry partners.

The conference culminated with an awards banquet, during which the events' organizers and contributors were recognized. The main focus, though, was to highlight outstanding achievements of some of the members of our acquisition and IC community. After a strongly competed and rigorously committee-vetted process, awards were presented to the DIA Contracting Officer's Representative of the Year, DIA Program Managers of the Year, DIA Contracting Officer of the Year and Industry Partners of the Year.

The conference provided an excellent venue for networking with government, industry and IC peers, especially because of the conference center's close proximity to the accommodations. Also, extra effort went into the planning to allow the conference to deliver and model information sharing and knowledge management — pushing conference content out and enabling attendee and organizational connections to be made.

If you would like to learn more or view videos of the plenary sessions, please visit *http://www.dia.mil/contracting/briefs.htm* on NIPRNet.

We are looking forward to next year's conference, scheduled for the second quarter of fiscal year 2008. DIA will be working with other IC agencies on the planning and execution of this conference, including determining location, dates and topics. For more information about the 2008 conference, please visit www.technologyforums.com on NIPRNet throughout the year.

The SIX ROAD SIGNS of Leadership

NO PARKING ANY TIME
STOP
ONE WAY
DETOUR AHEAD

By Thomas "Rich" Redmon, DA

The roller coaster ride of accomplishments and challenges as a new branch chief and a GEMSTONE participant is indeed worth noting. As I recap my GEMSTONE journey, I point out a few "road hazards" to leaders. Often we witness public downfall of leaders from every area of endeavor i.e., government, business, politics, religion and sports. One day a leader is on top of the heap, and the next day the heap is on top of the leader. Many believe that catastrophic failure could never happen to them. Most work hard to achieve a well-deserved leadership position and often would not give it up for anything. Reality check — the distance between beloved leader and despised failure is shorter than we realize.

Detour: Shift in Focus
Shifts in a leader's focus can occur in several ways. We usually distinguish leaders by their ability to "think big." When their focus shifts, they often lose sight of what is important and start thinking small. A leader with the inclination toward perfectionism might micromanage, get caught up in details better left to others and run the risk of becoming consumed with the trivial. A more subtle leadership detour is an obsession with "doing," rather than "becoming." It is possible for a leader to become overly action-oriented and, in the process, lose touch with the more important developments of themselves.

What is your primary focus right now? If you cannot write it on the back of your business card, you can bet that your leadership is suffering from a lack of clarity. Take the time necessary to get your focus back on what is important. Further, would you describe your thinking as expansive or contractive? Of course, you should be willing to do whatever it takes to get the job done, but never take on what others can do just as well as, or sometimes better than you. In short, make sure your focus is on leading rather than doing.

DETOUR AHEAD

Stop: Poor Communication
Lack of focus and its resulting disorientation typically leads to poor communication. Followers cannot possibly understand a leader's intent when the leader is not sure what it is. In addition, when leaders are unclear about their own purpose, they often hide their confusion and uncertainty in ambiguous communication. Sometimes leaders fall into the clairvoyance trap, and they begin to believe that truly committed followers automatically sense their goals and know what they want without communication. Such managers see misunderstanding as a lack of effort or commitment on the listener's part, rather than admit to their own communication negligence.

"Say what you mean, and mean what you say" is timeless advice, but you precede that by knowing what you mean. An underlying clarity of purpose is the starting point for all effective communication. It is only when you are clear about what you want to convey that the hard work of communicating pays dividends.

Deer Crossing: Risk Aversion
Leaders are often driven by a fear of failure

rather than the desire to succeed. Past successes create pressure for leaders, "Will I be able to sustain outstanding performance? What will I do for an encore?" In fact, the longer a leader is successful, the higher their perceived cost of failure. When driven by fear, leaders are unable to take reasonable risks, they want to do only the tried and proven. Attempts at innovation — typically a key to their initial success — diminish and eventually disappear.

Which is more important to you, the attempt or the outcome? Are you still taking reasonable risks? Prudent leadership never takes reckless chances that risk the destruction of what the organization has accomplished, but neither is it paralyzed by fear.

No Parking: Ethics Slip

The credibility of leaders is the result of two aspects, what they do — competency — and who they are — character. A discrepancy between these two aspects creates an integrity problem, and the highest principle of leadership is integrity. When integrity ceases to be a top priority, when a compromise of ethics is rationalized as a way necessary for the "greater good," when the results become more important than the means to their achievement, this defines the moment a leader enters the slippery slope of failure.

NO
PARKING
ANY
TIME

Often such leaders see their followers as pawns, thus confusing manipulation with leadership. It is imperative to your leadership that you constantly subject your life and work to the highest scrutiny. Are there areas of conflict between what you believe and how you behave? Has compromise crept into your operational tool kit? One way to find out is to ask the people you depend on if they ever feel used or taken for granted.

Service Engine Soon: Poor Self-Management

Leaders must take care of themselves because no one else will. We often perceive leaders to be superhuman, running on unlimited energy. While leadership is invigorating, it is also tiring. Headed for disaster are those leaders who fail to take care of their physical, psychological, emotional and spiritual needs. Envision a gauge for each of these four areas of your life and check them often. When a gauge reaches the empty point, make time for refreshment and replenishment. You can only accomplish growth and development if your tanks are full.

SERVICE
ENGINE SOON
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One Way Only: Lost Love

The last warning sign of impending disaster is when leaders move away from their first love and dream. Paradoxically, the hard work of leadership should be fulfilling and fun. Nevertheless, when leaders lose sight of the dream that compelled them to accept the responsibility of leadership, they can find themselves working for causes that mean little to them. Leaders must stick to what they love and what motivated them at first to maintain the fulfillment of leadership.

To make sure that you stay on the track of following your first love, frequently ask yourself these three questions: Why did I initially assume leadership? Have those reasons changed? Do I still want to lead?

Heed the Signs

The road signs in life, from "Stop" to "Merge Ahead," are there for our own good. They protect us from disaster, and we would be foolish to ignore them. As you consider the six road signs of leadership, do not be afraid to take an honest look at yourself. If any of the warnings ring true, take action today. By paying attention to these signs and heeding their warnings, you can avoid disaster and sustain the kind of leader-manager performance that is healthy and fulfilling for yourself, your followers and your organization.

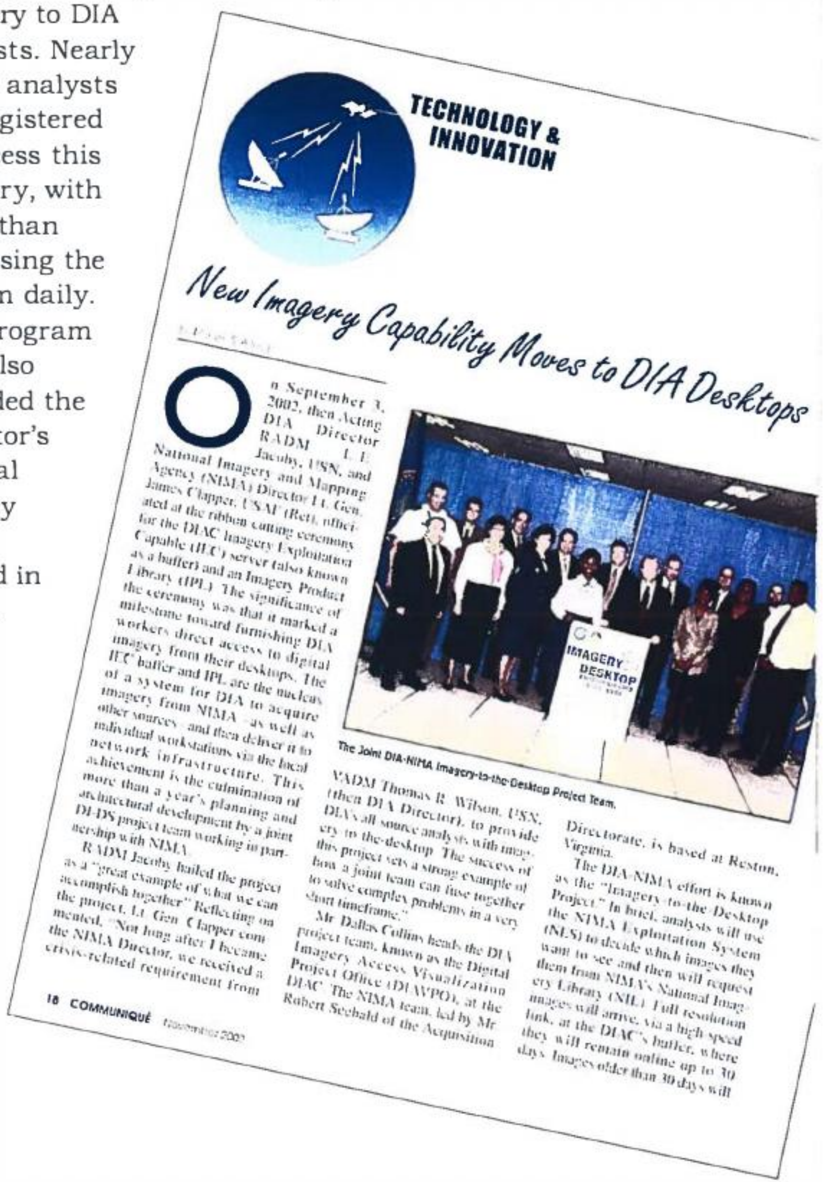
Five Years of
IMAGERY to DESKTOP

By William M. Barber, DI

The Directorate for Analysis (DI) Joint Warfare Support Office, Visualization Support Division's (JWS-8's) Imagery Access Program commemorates its fifth anniversary in July. The Imagery Access Program provides national and commercial imagery to the desktops of DIA analysts. Recently the program surpassed 500,000 images transferred from the National Imagery Library to the DIAC with an image ordered by Matthew McAllister of the Underground Facilities Analysis Center (UFAC). This is a significant milestone in the close working relationship between DIA and the National Geospatial-Intelligence Agency (NGA).

Built on its early successes while supporting the battle damage assessment efforts during operations Enduring Freedom and Iraqi Freedom, the Imagery Access Program continues to be a key component of DIA's daily all-source business process. Robert Cardillo, deputy director for analysis, is very familiar with the imagery-to-the-desktop effort at DIA and stated, "I have witnessed tremendous growth of the imagery capabilities within DIA, both in my various positions at NGA and now as the deputy director for analysis. The success of the Imagery Access Program, coupled with the success realized by embedding NGA imagery analysts alongside DIA all-source analysts, has increased the depth and breadth of our intelligence products." Tom Cooke, deputy director of the NGA Support Team to DIA, echoes Cardillo's remarks and by adding, "The successful partnership between NGA and DIA is most evident in the way in which DIA analysts embrace the geospatial intelligence discipline, of which imagery is a critical component."

The Imagery Access Program manages the day-to-day operation that provides imagery to DIA analysts. Nearly 1,000 analysts are registered to access this imagery, with more than 100 using the system daily. The program was also awarded the Director's Annual Agency Team Award in 2006.


TECHNOLOGY &
INNOVATION
IMAGERY
DESKTOP

New Imagery Capability Moves to DIA Desktops

On September 3, 2002, then Acting DIA Director RADM L. E. Jacoby, USN, and National Imagery and Mapping Agency (NIMA) Director Lt. Gen. James Clapper, USAF (Ret), officiated at the ribbon cutting ceremony for the DIAC Imagery Exploitation Capable (IEC) server (also known as a buffer) and an Imagery Product Library (IPL). The significance of the ceremony was that it marked a milestone toward furnishing DIA workers direct access to digital imagery from their desktops. The IEC buffer and IPL are the nucleus of a system for DIA to acquire imagery from NIMA – as well as other sources – and then deliver it to individual workstations via the local network infrastructure. This achievement is the culmination of more than a year's planning and architectural development by a joint DI-DS project team working in partnership with NIMA.

RADM Jacoby hailed the project as a "great example of what we can accomplish together." Reflecting on the project, Lt. Gen. Clapper commented, "Not long after I became the NIMA Director, we received a crisis-related requirement from VADM Thomas R. Wilson, USN, (then DIA Director), to provide DIA's all source analysts with imagery to the-desktop. The success of this project sets a strong example of how a joint team can fuse together to solve complex problems in a very short timeframe."

Mr. Dallas Collins heads the DIA project team, known as the Digital Imagery Access Visualization Project Office (DIAVPO), at the DIAC. The NIMA team, led by Mr. Robert Seebald of the Acquisition Directorate, is based at Reston, Virginia.

The DIA-NIMA effort is known as the "Imagery-to-the-Desktop Project." In brief, analysts will use the NIMA Exploitation System (NES) to decide which images they want to see and then will request them from NIMA's National Imagery Library (NIL). Full resolution images will arrive, via a high speed link, at the DIAC's buffer, where they will remain online up to 30 days. Images older than 30 days will

The Joint DIA-NIMA Imagery-to-the-Desktop Project Team.

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Leo Delaney, vice deputy director for analysis, believes "the imagery-to-the-desktop program has had a major impact in ensuring the fast and efficient delivery of imagery to all-source analysts streamlining the business processes in several analytical elements."

Expanding on the success of the Imagery Access Program, JWS-8 also provides advanced visualization capabilities available to DIA analysts. The Visualization Services Team supports the development of abstract data representations, modeling and simulation applications, animations, imagery products, and 3-D models for all-source analysis. JWS-8 is integrating a new immersive visualization capability, also referred to as a Cave, into DIA. The immersive environment displays multidimensional data to assist analysts in identifying patterns, relationships and gaps while gaining knowledge of the subject matter not normally acquired through traditional analytic methodologies.

To add to the advanced tools used by DIA analysts, JWS-8 will help launch and support the community-wide Google Earth deployment. The availability of this new visualization tool on JWICS workstations is a product of collaborative efforts across the intelligence community. Early feedback from more than 100 DIA beta testers is extremely positive. JWS-8's division chief, Mark Emmons, explains, "This is an exciting time for our division and for DIA analysts as we integrate cutting-edge capabilities into the analytical workflow."

Editor's note: The author, a senior intelligence analyst in DI, is an original member of the DIA Visualization Project Office and is now part of JWS-8.

Improving Understanding from SEA to SEA

By Kathryn Kolowich, MC

The National Defense Intelligence College (NDIC) expanded its international engagement activities by presenting the Symposium on Black Sea and Caspian Sea Security Issues II, May 19 - 22 in the Black Sea port city of Constanta, Romania. As the second annual event, the conference was co-hosted by LTG Michael Maples, director of DIA, and Maj. Gen. Fransisc Radici, general director of the Directorate for Defense Intelligence, Romania. Emerging from the success of the first symposium held March 9 and 10, 2006, in Washington, 12 international delegations representing Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Moldova, Romania, Tajikistan, Turkey, Turkmenistan, Ukraine and the United States attended to discuss regional security issues of mutual interest and concern, with the intent of strengthening relationships and improving understanding among senior military intelligence officials from the Black and Caspian seas nations.

After the Romanian delegation welcomed attendees, A. Denis Clift, NDIC president, addressed the delegates by noting the rapid developments in the region since the last symposium. "In the intervening months, we have watched the dynamism, the pace of events continue to

unfold in this region — the signing just two months ago by Russia, Bulgaria and Greece of a new oil pipeline agreement bypassing the Bosporus being one example," said Clift.

Clift continued, noting the importance of being future-focused for successful cooperation in the Black and Caspian seas region. "This brings us to the promise of our deliberations today and tomorrow, and our goal of turning items on this excellent agenda into actions and understandings furthering more tangible cooperation, stability and well-being in the region." Following Clift's remarks, Maples thanked Romania for "picking up the flag and running with it, after last year's conference in Washington, D.C." Maples emphasized the importance of the symposium and said that all nations could benefit from further collaboration since "each person brings their own expertise — each country brings their own capability to the table."

Throughout the symposium delegates were addressed by experts including James MacDougall, former deputy assistant secretary of defense for Eurasia and visiting faculty, National War College; retired Ambassador Larry Napper, the Bush School of Government, Texas A&M University; and BG Brian Keller, director for intelligence, U.S. European Command. Other regional speakers included Ambassador Sergiu Celac and retired Gen. Sergiu Medar, both from Romania; BG Vahtahg Kapandze, of the Republic of Georgia; and Dr. Athanasios Drougos, from Greece. The agenda included Black and Caspian seas security issues from NATO and European Union perspectives, energy security concerns and priorities, asymmetric threats, and the role of intelligence services in bilateral and multilateral cooperation.

During the closing remarks of the symposium, Maples emphasized the strategic importance of the region, observing that all nations present acknowledged the need for further cooperation. He encouraged the delegates to move forward and begin sharing information, analysis, and education and training opportunities. Maples urged participants to take the next step of engagement and make deliberate plans to move beyond generalities and into the realm of specifics — to "take action, measure and assess how well we are doing" without waiting another year for the next symposium.

Photo submitted by MC

Delegates representing 12 countries joined LTG Maples (center) and Romania Minister of Defense Teodor Melescanu (left of Maples) in Constanta for a NDIC symposium on Black and Caspian seas security issues.

Following the formal conclusion of the symposium, Radici hosted a farewell dinner. Maples thanked his co-chair for an overwhelmingly successful conference and the tremendous Romanian hospitality throughout the four-day symposium. At the conclusion of the dinner, Capt. Irakli Kurasbediani, chief of the Military Intelligence Directorate; and Col. Gocha Rafiani, deputy chief of the Military Intelligence Directorate, Republic of Georgia, announced they would be pleased to host the third annual symposium in their country in 2008. The delegates applauded Georgia's initiative as the last event of the symposium was brought to a successful conclusion.

Interview with the CHIEF TECHNOLOGY Officer

By Communiqué Staff, CP

Robert D. Gourley was appointed the chief technology officer within the Directorate for Information Management and Chief Information Officer (DS) in May 2005. Gourley provides technical and operational advice and senior technical review of DIA and DoDIIS information architecture, data processing, information technology (IT) systems, applications, networks and communications. In addition, Gourley serves as a senior technical liaison to the military services, combatant commands, intelligence community (IC) and other agencies throughout the Department of Defense (DOD).

The Communiqué staff spoke with Gourley about the completion of phase one of the DoDIIS enterprise transformation and what's expected in phase two. He also addressed new IT capabilities and how users can become more familiar with the different tools.

> "By enterprise I mean the IT supporting DIA, the intelligence operations within the combatant commands and most intelligence functions for the military services".

COMMUNIQUÉ: *DoDIIS has recently completed phase one of a multi-year transformation to create a more agile enterprise. Please highlight several improvements that occurred during this past phase, both visible to the average user and behind the scenes. What is expected during phase two?*

MR. GOURLEY: The most significant thing we've done for the users in this first phase is enhance the ability to directly connect humans together wherever they are in the defense intelligence enterprise. By enterprise I mean the IT supporting DIA, the intelligence operations within the combatant commands and most intelligence functions for the military services. DoDIIS has enhanced the ability

for people in each of these organizations to collaborate and communicate directly with each other.

Now it's easier to find counterparts from the IC and other agencies throughout DOD with collaborative tools. In addition to e-mail, users can establish secure communications through Voice over Internet Protocol phones, desktop video teleconferencing systems, and computer-based chat applications. Our global directories contain contact information for individuals using each of these systems, making it much easier for people throughout the IC, combatant commands and the military services to locate each other.

All in all, phase one of the DoDIIS enterprise has made it easier for people to find others and securely collaborate. Since we are now better able to enforce discipline in the configuration of our technologies across a global enterprise, we can ensure technologists field solutions that work together better.

In regard to phase two of the DoDIIS enterprise, the work force should expect to see enhancements to the collaborative tools and other mission-focused capabilities being fielded by the systems directorate. Also expect to see more from our partners at the National Geospatial-Intelligence Agency and the National Security Agency, since increasingly we are all working on things designed to collaborate.

COMMUNIQUÉ: *What new IT capabilities do we have to support our analysts' and the warfighter's needs?*

MR. GOURLEY: I believe one of the most significant capabilities to support our analysts' needs is the Multi Domain Dissemination System (MDDS). Everybody in the enterprise should be made aware of this new, up and running IT capability — it can change the way people work.

MDDS can be run from any Web browser connected to JWICS. It provides a search engine, like Google, that not only returns relevant results but also clusters results in ways that lets you discover new information — perhaps information you didn't know you were looking for. Additionally, users can use MDDS to search for results across multiple security levels and can move information between domains. Not only can you search JWICS, but you can search SIPRNet and the allied networks, like Stone Ghost, and bring all the results back to one location. To access MDDS, go to DIA's home page and click on the "Tools" tab on the top, there you will find all of the IT tools available listed alphabetically.

> "I believe one of the most significant capabilities to support our analysts' needs is the Multi Domain Dissemination System"

Another great capability helping analysts and the warfighter is Alien, which is a framework that allows more data to be ingested and worked by a wider variety of tools. Alien provides guidance and direction to anyone who produces data or fields tools, so the result is improved ability to perform all-source analysis. For more information about Alien, refer to the DS Web page and the article in the May/June 2007 Communiqué.

COMMUNIQUÉ: *Do you believe today's DIA employee must be an expert in technology to effectively utilize the different tools/programs available to them?*

MR. GOURLEY: I believe all of our users must have a degree of mastery over their own tools. Although all users need to take

IT Hot Topics

1. When will everyone be equipped with the DoDIIS Trusted Workstations (DTWs)? What are the pros and cons of the DTW and how is DS addressing any challenges?

It will take another year before we get DTWs to every user who needs one. There are some significant benefits to users with a DTW, including the fact that multiple domains can be accessed from one desktop. The number of domains accessed depends on the site — for example, some DIA users at the combatant commands can get to 12 or more domains. At the DIAC, we will soon be providing DTW users with access to the unclassified world via their desktop. Some other user benefits include the speed that we can deploy applications via DTW — we can do it without sending someone to your desk — and the ability to give our work force more mobility. The DTW is not the best tool for some very high-end computing problems like 3D modeling or some types of streaming video. Although improvements to the hardware are coming to address those challenges, some percent of our work force will require an old-fashion PC for some tasks.

2. Will there be more NIPRNet and SIPRNet terminals available to the work force?

If I were a betting man, I would bet that the agency's investment review board would calculate the most efficient way to get NIPRNet and SIPRNet access to the work force is via DTW. That means there will be more widespread access to those and other networks, but fewer separate terminals.

3. Do deployed personnel have access to their DIA JWICS e-mail account?

All deployed personnel with a DIA JWICS account have access to their e-mail from anywhere they can get to JWICS. Depending on where you are and whether or not you are a DTW user, you might have access to your entire desktop and all applications, but if you are just looking for e-mail, go to the DIA Web page on JWICS and look at the bottom of the page for a link called "Webmail."

personal responsibility for understanding the tools used to do their job, most users should not have a need to understand all the computer science involved. There are always going to be experts in DS who understand the computer science, how the databases work, and how the information is stored, manipulated and moved.

Additionally, for every capability we field, we make sure there is a very good help file.

COMMUNIQUÉ: *Where can users go for more information on the technology DS is fielding into the enterprise?*

MR. GOURLEY: As I have previously mentioned, users can go to the Tools tab located at the top of DIA's home page. Under Tools is another link labeled "Relationship and Performance Management," which lists customer relationship management points of contact to each of the directorates and special offices. These relationship managers help their customers understand the technology and learn how to get the right capabilities fielded for them.

Additionally, every person who has JWICS has access to eRequestor, which allows customers to read frequently asked questions and submit requests for technical help. The DS Web page also lists important information on our tools and capabilities. Customers post questions on the "Ask DS" Web page as well, and a customer service representative will respond via e-mail.

COMMUNIQUÉ: *What's the hottest technology you have seen coming from the industry that DIA is looking at?*

MR. GOURLEY: I think without a doubt, the hottest technology we've seen is Web 2.0. It's really sweeping the Internet by storm, and it's a way of empowering individual users to apply information their way and contribute what they know to the enterprise. You can think of Web

2.0 as a user-focused, community-driven improvement to the current Internet.

Web 2.0 technologies are based on Web services, but they are configured in a way where users can mash up the data — by mash up I mean recombine in perhaps unexpected ways. For example, you can take data and throw it on a map, and that's a mash up. We are going to field these Web 2.0 technologies at an increasing pace during the next six months. We have already fielded some Web 2.0 technologies like blogs, wikis, and personal Web pages and portals. On a side note, as we field new Alien capabilities, we will give analysts even more ability to configure the way information is presented.

Web 2.0 is the hottest technology I've seen and I think it's going to be the hottest thing in DIA.

COMMUNIQUÉ: *With so much software being written overseas nowadays, how can we trust that it's secure?*

MR. GOURLEY: Frankly, you can't trust that the software is secure. My rule of thumb is I never trust any software that I haven't written myself. There are just too many threats out there and the risk is too great to our enterprise to give a blanket trust to any software. Since we have a lot of software that we do not generate ourselves, what do we do?

Photo by Kenneth R. Gerhart, CP

Collaborative tools, like the desktop VTC shown here, are making it easier for employees to connect and communicate anywhere, anytime.

We have to take a layered-defense approach, and the Office of the Chief Information Assurance Officer (IA) leads this strategy. Since we cannot know where all of our software comes from, and there is a possibility of some malicious code, we do things like review code; ensure anything we buy is certified and tested; monitor for any malicious activity; separate and segment code so

MAJOR AWARDS for Senior Technologists

By Maj Jason T. Bacheler, DS

Two of DIA's senior technologists were recently honored with leadership awards by two major information technology (IT) publications. Bob Gourley, chief technology officer (CTO) for DIA, was named to the "CTO 25" by InfoWorld magazine as one of the 25 most influential CTOs in the world. Gourley was recognized for his work in leading DoDIIS, transforming a loose confederation of organizations into one smoothly functioning, high-performance IT enterprise.

Lewis Shepherd, chief of DIA's Requirements and Research Group, was presented the "IT Leadership Award" by Government Computer News magazine as one of the top 10 technology leaders in government. Shepherd was honored for his exceptional leadership in developing the next generation of tools to support analysts and warfighters around the world, such as Alien.

Hats off to these leaders and their teams for guiding the agency's IT efforts.

applications cannot interfere with the computing and operating systems; install firewalls at certain places; and separate our most critical information at different domains — top secret, secret and all of the other allied domains. Through layered defenses like these, DS is able to make sure the software is secure.

COMMUNIQUÉ: *In the event of a crisis, are our IT systems prepared to effectively communicate with DIA personnel outside of the national capital region?*

> It helps having one common enterprise with common standards around the globe because it does give us a bit more agility.

MR. GOURLEY: Three things are certain about the next crisis: it will not be like any previous crisis, prior planning can help us respond and react, and the most important thing in the event of a crisis is the protection of our work force.

When you consider IT's roll in those three areas, an important aspect comes to mind — DIA's IT infrastructure must have flexibility designed into it. For example, in the event we need to relocate personnel, we now have the ability to allow users to log on to systems from different locations. With that said, it's easier to accommodate the work force if they're within the Beltway. However, if we have to send personnel to an entirely different location, as long as that location has JWICS, it's going to be easier for us to respond and accommodate — we have done enough prior planning where we can do that. If we were in a situation where we would need to conduct a massive move of the work force, it's going to be more of a challenge and take some time before we get everybody fully running. But we are trying to build in as much agility and flexibility as possible. It helps having one common enterprise with common standards around the globe because it does give us a bit more agility.

COMMUNIQUÉ: *Is there anything else you would like to share with the work force?*

MR. GOURLEY: Two things are worth repeating. First, the Tools tab on DIA's home page on JWICS, which I have mentioned before. If you click Tools you will see a large listing of tools listed by category. If the capability you need is not listed, users will also see information in the first paragraph on how to get in touch with the right people in DS to help.

Second, at the very bottom of the every tab on DIA's home page — Intelligence, Tools, Community, DIA and Contacts — there is a link to eRequestor. I believe very strongly that everybody in DIA needs to become familiar with this link. Sometimes our computers have problems, and eRequestor is the best way to let DS know if your computer is not performing properly or if an application needs to be worked. Additionally, users occasionally need something new, and eRequestor is a way you can put in a request for a new capability. And lastly, eRequestor gives users helpful tips under "Top FAQs" on how to use the technology DS provides.

Interview with the Associate Director of National Intelligence and Chief Information Officer

By Communiqué Staff, CP

Dale W. Meyerrose was appointed the first associate director of national intelligence and chief information officer by the president on December 21, 2005. As the chief information officer for the intelligence community (IC), Meyerrose manages activities relating to the information technology (IT) infrastructure and enterprise requirements of the community. He also directs and ensures that all expenditures for IT and research and development activities are consistent with the IC enterprise architecture. Meyerrose was also appointed the information sharing executive for the IC by Director of National Intelligence Mike McConnell.

The Communiqué staff spoke with Meyerrose about the community's IT capabilities and how they fit into the Director of National Intelligence's (DNI's) 100 Day Plan. Meyerrose also addressed how IT supports information sharing between analysts, collectors and the warfighter.

COMMUNIQUÉ: *The overall goal of the IC is to provide timely, accurate intelligence to our customers. How are our IT capabilities assisting us in this?*

MR. MEYERROSE: In the past we would have thought about technology as a means for processing intelligence or working internal intelligence processes. We are now beginning to understand that technology is a means for us to interface beyond the IC, both in terms of collection — as in open source — and in terms of dissemination — understanding who our customers are.

Virtually everything we do has some kind of information technology embedded in it. Too often we think of information technology as computers, phones, or software — when in fact most things

that we manufacture today have some kind of processor or microprocessor in it. I believe we need to think about information technology in its broadest sense, and then, bring it back to where we can produce meaningful things that have granularity that help us do our jobs on a daily basis. Information technology is a means to achieve organizational missions.

COMMUNIQUÉ: *Where does technology fit into the DNI's 100 Day Plan? How can the DIA support these initiatives?*

MR. MEYERROSE: As you know, the DNI's 100 Day Plan has six focus areas, and all six have technology implications in them. The first focus area is building a more collaborative community, which addresses people issues. Embedded in those issues: Do our personnel have the right kind of skills in order to interface and work in a community that is technically oriented?

> "The information sharing environments that DIA provides to the IC are at the core of how we're going to accelerate information sharing capabilities within the community".

The second focus area is transforming collection and analysis. The underlying basis of most of the outcomes of the plan for transforming collection and analysis is rooted in the ability to use technology to change how we go about those particular disciplines and apply tradecraft. You'll find such things as A-Space and the Library of National Intelligence, which are elements that depend heavily on technology and information systems and enabling capabilities.

The third area is building acquisition excellence and technology leadership. It focuses on strengthening the community's capability to work with acquisition and technology challenges. The elements of what the realm of the possible, the doable and the probable are, and how you inject those into things that we buy in order to do our jobs, I think again demonstrates the interrelationship of technology in that particular area.

The fourth area focuses on business processes and making them more efficient. And again, many of those have underpinnings on how we use technology to enable organizational processes.

Focus area five, accelerate information sharing, is an area in which I have significant responsibilities and one that has major implications regarding information technology. How do we think of ourselves and apply these technology concepts differently than we have in the past? If you're looking to produce change, then clearly the idea of using technology in information sharing is self-evident.

The sixth focus area has to do with DNI governance and authorities. If you think about what I've said previously, intelligence is by and large a technical endeavor — whether you're talking about collection, analysis, processing, transmission, dissemination, distribution, quantifying or changing data into information into knowledge — it's clear that technology is responsible for how we do those things and how modern-day processes are engineered.

The DNI and the many organizations of ODNI are intimately involved in every aspect of the 100 Day Plan. LTG Maples sits on the executive council, which meets regularly with the DNI, and they make the macro decisions associated with the plan and its outcomes. For the six areas that I'm specifically accountable for, I have elements of DIA intimately involved. In fact, the information sharing environments that DIA provides to the IC are at the core of how we're going to accelerate information sharing capabilities

within the community. Because DIA and its mission and people are so involved in the community at large, there's no way in which the ODNI can approach the 100 Day Plan, 500 Day Plan or any other major effort within the IC without the participation of DIA in the ideation, creation, adaptation, decision-making and implementation of virtually any major concept.

COMMUNIQUÉ: *At the 2007 DODIIS conference, Gen James Cartwright stressed the fact that the IC needs to do a better job granting access to data to those who have the credentials, especially the warfighter. How is the ODNI addressing the issue of information sharing?*

MR. MEYERROSE: Specifically looking at elements of the 100 Day Plan, you see how important information sharing is. For example, the element of credentials implies that we can discern people's identity, yet we don't have a universal concept of identity and identity attributes within the IC. The second deliverable under focus area five addresses accelerating information sharing, and at the heart of that is creating a role-based identity common across intelligence. The deliverable from the 100 Day Plan is our map for accomplishing this, and it will be an involved, complex undertaking engaging all the agencies across the IC.

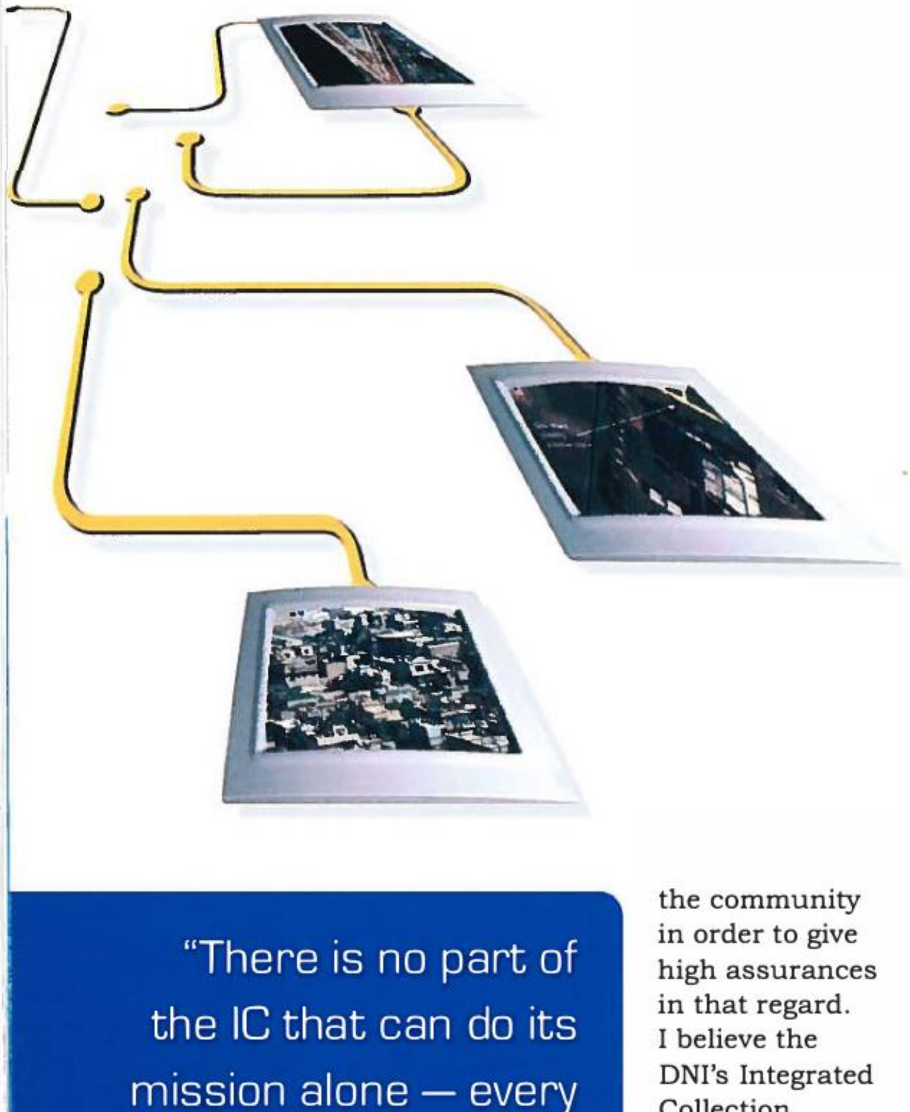
I believe that identity is at the crux of what Gen Cartwright was referring to with regard to access. But there are a couple of other things that I also consider foundational to Gen Cartwright's message. Before talking about granting access to data, Gen Cartwright spoke about discovering data. It's important to realize that what might be put in a system to improve visibility, may not be the same thing that you input to provide access. That's where identity comes in, and that's where coming up with several things like the Library of National Intelligence and A-Space, which is a collaborative work environment, allows people to exploit the intelligence we have. We often refer to exploitation as exploiting an enemy, foe or someone from the other side. But if you think about it, when you capture that intelligence information, you want to exploit it within your own community so you don't have to find the same information or intelligence twice. Identity, discovery, and access are all inter-related into the idea of creating a trusted information-sharing environment.

Photo by National Conference Services, Inc.

Dale Meyerrose spoke at the 2007 DoDIIS Worldwide Conference about making intelligence matter.

COMMUNIQUÉ: *What are some new capabilities that help bridge what collectors gather and what analysts need?*

MR. MEYERROSE: Good question, and it bears approaching it from a couple of different ways. One aspect is called the Integrated Collection Architecture. This major effort by the deputy director of national intelligence for analysis makes certain we go across all of our "INTs" as a means of efficiently and effectively using collection assets. Oftentimes when looking to collect targets, we don't care whether we got it through signals, measurement and signature, or human intelligence — it's the fact that you got what you needed. And sometimes there is a cross-correlation that needs to come across all of the tradecraft disciplines within



> "There is no part of the IC that can do its mission alone — every single part of the IC requires something from other parts of the community in order to complete them."

the community in order to give high assurances in that regard. I believe the DNI's Integrated Collection Architecture is an important piece of that.

Now if we take it from a different angle and look at the integration of collectors and analysts, analysts are the ones who need to have information and collectors satisfy that need. But how do you integrate the need list from the want list, from the delivery list, from the expectation list? We have several things in the transformation of analysis to help with this.

In particular, the Intelligence Community Analysis and Requirements Systems (ICARS) is a program that for the first time gives transparency between analysts and collectors on what requests have gone in, which requests are being worked, and what their status is. ICARS is a foundational piece of the transformation and provides a virtual capability. Where in the past we've used air gaps, cables and requests that were clunky, clumsy and maybe too slow to produce results, this effort will allow collection and analysis to become more of a single concept.

COMMUNIQUÉ: *How can the DNI leverage all of the work that DIA or DoDIIS has done for the community?*

MR. MEYERROSE: ODNI works very hard at ensuring that is what we do. As many of your readers probably understand, the DoDIIS architecture is the single largest integrating function in the IC, occupying a center of gravity particularly for the top secret, compartmented-type communications. Therefore in some regard, it's the elephant in the middle of the room. You need to address it, not because it's a bad thing, but because it's such a capability and used by so many people within the community.

We want people to understand that organizations have to lose their autonomy. Even though an organization may have the authority to make a decision, for most organizations to make decisions that affect technology, particularly information technology or processes, they have to take into account the customer and stakeholder base. There is no part of the IC that can do its mission alone — every single part of the IC requires something from other parts of the community in order to complete them. Losing autonomy when making decisions about technology, when we are buying things or when we

create new processes, recognizes how interdependent we are.

The biggest challenge is that our culture has linked autonomy and authority as a single concept. The ODNI is trying to differentiate between authority and autonomy so that we have conditions where the mutual support of all the organizations becomes synergistic, rather than stovepipes and backstops. Regarding the DoDIIS architecture, it's such a centerpiece to many organizations beyond DIA, and most of your leadership already recognizes this because it's been a matter of necessity for the organization. DIA has helped put itself and the community on the map in this regard. I think that's a feather in the cap of DIA's current and past leadership — for the vision of being able to craft, build, architect, maintain, sustain, advocate for and be a good steward for such a large, critical part of the information intelligence exchange.

COMMUNIQUÉ: *Is there something that keeps you up at night?*

MR. MEYERROSE: I worry and think about if we are capitalizing on every opportunity we have to enhance what our people can do. Are we ensuring that we're putting them in the best position to achieve success for the betterment of the IC, our nation and beyond? I worry about whether or not we're providing the quality of leadership that makes sure that those steps are done. I worry about making sure we do the right things for the right reasons at the right time. I worry about if we are inculcating the values to help sustain and make the IC better and stay relevant to the mission and to our responsibilities.

COMMUNIQUÉ: *Is there anything else you would like to share with the DIA work force?*

> "With more than three decades in the military, I have a great appreciation for the major role that DIA plays in many processes — the fact is, DIA is a national asset."

MR. MEYERROSE: I'm impressed by what I see in DIA. I am impressed all the way from your director and senior leadership down to your people, who I see everyday as I come to work at the DIAC.

With more than three decades in the military, I have a great appreciation for the major role that DIA plays in many processes — the fact is, DIA is a national asset. Since moving into the IC about a year and a half ago, I've been more impressed by how forward-thinking and innovative the people are within DIA. In some regard, I think my job is all about change management, and the fact that there are a lot of early adopters within DIA makes many aspects of my job a lot easier. There's not a single community governance process I'm involved in that DIA does not have a pivotal role in. The fact that I have come to know and work with the professionals at DIA more closely in the last year and a half has been a source of pride and honor for me.

OVERCOMING BARRIERS to Information Sharing

By the Office of the Chief of Staff, CS

Collaborative tools like Intellipedia, instant messaging and Web-based meeting software are working together to increase the potential for information sharing within the intelligence community (IC). While the technical barriers are coming down, cultural barriers may be harder to surmount.

Culture — the cumulative effect of individual decisions made by leaders, users and others in an organization — creates barriers to information sharing. However, people across DIA and the IC are finding ways to overcome these obstacles.

DIA recognizes the difficulties presented by cultural barriers in the DIA Strategic Plan. Objective 4.3 reads: "Implement innovative strategies to discover, share, apply and build upon knowledge as a force multiplier across the Defense Intelligence Enterprise." The plan calls for introducing "changes in culture, as well as processes and technology, to create multi-dimensional and mutually supporting approaches to improving knowledge development."

The Director of National Intelligence's (DNI) 100 Day Plan has "Accelerate Information Sharing" as one of its six focus areas. The plan describes a goal of moving from a "need to know" mindset to a "responsibility to provide" culture among the IC's collectors and analysts. This requires bold rethinking of some classification rules and standards and eliminating cultural impediments like those arising from notions of data ownership that inhibit information sharing.

Addressing technical and cultural barriers simultaneously will ultimately provide a clearer framework for sharing information among organizations. Cultural problems can also confound technical solutions to improve information sharing. The IC's Knowledge Discovery and Dissemination Program (KDD) recognized that non-technical factors affect the adoption and use of new collaborative technologies.

Dr. Laura McNamara, an anthropologist from Sandia National Laboratories, came to DIA last year to understand how the different cultures of analysts and technologists affect collaboration. McNamara discovered cultural tendencies

Cultural Tendencies That Inhibit Information Sharing

- ☐ A sense of ownership over subject matter.
- ☐ A reward system that favors individual achievement.
- ☐ The difficulty of identifying the best counterparts among thousands of analysts.
- ☐ The turf wars that lead to uncertainty about what is releasable.

that inhibit information sharing. Several analysts she studied characterized themselves and their colleagues as introverts and tied this personality trait to difficulties in collaboration. However, McNamara does not believe this "folk theory" is entirely correct since she witnessed analysts collaborating on a regular basis. Rather, she found that over time the analysts tended to develop a strong sense of ownership over their subject matter.

The analysts also believed that the existing formal incentive system rewarded individual achievements over team efforts. Additionally, the analysts had difficulty identifying other analysts who could help them. The study found that turf wars across the IC lead to uncertainty regarding what information is releasable and what is not. Collaboration and information sharing have a lot to do with trust — trust in the individuals with whom the information is being shared and trust that the decision to share the information will not boomerang in disruptive ways to the agency or person releasing it.

Even given the challenges, some DIA employees are embracing a new culture. Acting on their own initiative, they are pushing information out to their peers. For example, Steve Hunter, with the Directorate for Analysis (DI), wanted to highlight the best information among the myriad of databases and resources available to the IC. He developed a blog on Intellipedia called News You Can Use to share some of these useful information resources with the DIA work force. A recent posting focused on the kinds of useful information analysts can get from the Open Source Center, including commercial databases, general interest news sources, specific intelligence issues and special reports.

People across DIA and the IC recognize that there are barriers beyond technical challenges when it comes to information sharing. Whether leading change by example or adopting different ways of thinking, employees are overcoming cultural barriers to information sharing in their own ways.

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Technology Streamlines EXPLOITATION

By Roy I. Apseloff, DH

When George Tenet, the former director of central intelligence, founded the National Media Exploitation Center (NMEC) in January 2003, he envisioned an intelligence center that would streamline the handling and exploitation of documents and media producing actionable intelligence. DIA, CIA, FBI, the Defense Computer Forensics Laboratory and the National Security Agency entered into a partnership to share tools, best practices and information in a collaborative environment to primarily combat terrorism, but also to serve as an intelligence community enterprise for what has become known as document and media exploitation (DOMEX). Since 2003, NMEC's partners worked to rapidly exploit documents and media to quickly feed the information back into the field to support ongoing counterterrorism and counterinsurgency operations, and deliver information to strategic customers.

NMEC's processes were revolutionized in 2006 when the center began using a CIA-developed capability that allows NMEC personnel to view media in aggregate form, as opposed to file-by-file. CIA partnered with NMEC to provide training to support the use of this capability and rapidly exploit the ever-increasing amount of media the center

was receiving. This capability allows personnel to simultaneously exploit media in its original context. Previously, captured media at NMEC was handled in a sequential, step-by-step process, which prevented more than one functional working group from evaluating the media at a time. While this older method was very thorough, it was also very time-consuming and did not allow users to view the media in its original context. This hindered analytical efforts and resulted in some duplication of work across functional areas.

With the introduction of the CIA-developed capability, NMEC has markedly improved the speed of the DOMEX process, added more context to translation efforts and eliminated duplication. Moreover, the new capability provides the means to optimize the DOMEX cycle by enabling a truly symbiotic relationship between the collector and the exploiter. Document and media exploitation has been transformed, as sequential, legacy business practices give way to simultaneity. NMEC now has the ability to process large amounts of captured material — some collections are more than five terabytes — more quickly and effectively. Thanks to NMEC's collaborative work with CIA, the introduction of the new process also dramatically improved the timeliness of exploitation. Previously a collection from the field took an average of six days to process. Now priority collection efforts can return exploited information back to the deployed elements in less than 24 hours from time of capture.

One of NMEC's triage linguists, Kasey Clay, said it best. "We love this new system — its capabilities are amazing. I can triage hard drives so much faster, and get critical media translated and back in the field so much quicker than before."

As the director of NMEC, my goal is to evaluate the wide array of tools in use or under development by the DOMEX community and leverage these capabilities while avoiding duplication. Thanks to the dedication of the many highly-talented people at NMEC and among our partners, with their help we have successfully streamlined our DOMEX operations, allowing for a more robust interoperability across functional working groups in the triage, gisting, translation and dissemination of actionable intelligence. Our military colleagues often use the phrase "one team, one fight," and this philosophy clearly applies to all of us in the DOMEX enterprise as we work together to maintain the safety and security of the United States and our allied partners.

Integrating Information — What's Your RESPONSIBILITY?

By Sarah E. Moseley, CP

In the Director of National Intelligence's 100 Day Plan, the fifth focus area is "Accelerate Information Sharing," which concentrates on the comprehensive evolution of information sharing. The second initiative states we will move from a "need to know" to a "responsibility to provide" culture and mind-set.

Information sharing is not only important between our collectors and analysts, but also within our own offices and directorates. It is important we keep the work force educated and abreast of new initiatives, programs and events, changes, and successes.

> "If you don't give people information, they'll make up something to fill the void."
>
> — Carla O'Dell

Photo by Brian D. Nickey, CP

DIA's Communications Board meets for its monthly meeting to discuss directorate news and article submissions.

Leading the change in strengthening communications within DIA is the Internal Communications Office, Office for Congressional and Public Affairs (CP). Between the Communiqué; the InterComm, DIA's weekly electronic classified newsletter; the Internal Communications Web site; all-hands e-mails; flat-panel TV advertisements; Talk to Us Booths; the Director's Agency Updates; and Recognition of Excellence there are numerous ways to share and receive information. But what if you want to take responsibility and provide information about a success in your office through an article or an announcement — who do you contact?

The Internal Communications Office produces the Communiqué and InterComm in collaboration with the Communications Board, which is made up of mostly volunteer representatives from the agency's directorates and special offices. While ensuring there is an agency-wide focus and participation in producing the Communiqué and InterComm, the Communications Board representatives act as a liaison between the Internal Communications Office, their directorate and the author. Each directorate has a representative serving on the board who possesses good communication skills, a broad understanding of DIA and a thorough working knowledge of their directorate.

We all have a responsibility to raise awareness of agency successes, programs, initiatives, events and contributions. Without the eyes and ears of the work force and the Communications Board, both the Communiqué and InterComm would not be as informative and substantive as they are today.

Who is your Communications Board representative?

ADD	Lisa Morgan
AE	Gerlinda Smith Elizabeth "Betsy" Battles
CP	Dana Black
CS	Charles "Luke" Baldwin Linda Waldenmaier Stephanie Chang (KL)
DA	Lisa Malvaso
DH	Monica Tullos Gayle Murchison
DI	Holly Knorr James "Jim" Hickel Jeff Douglass
DJ	Michelle Batten
DS	Darsha "Lynn" Davis Karin Myers
DT	Marcia Georgi
EA	SSgt Tamakia Isaacs TSgt Maliki Connor
EO	Laura "Christi" Smart Constance "Connie" Morrow
FE	Mary Kasmierski
GC	MAJ Yvonne Breece
HC	Donna Abernathy
IE	LtCol Richard Milner
IG	Cassidy Ginivan Denise Sprouls
J2	Erika Schick
MC	Tara McNealy

HOTR Heats Up Collection and ANALYTIC TRANSFORMATION

By Bob D. Gourley, DS, and Graham C. McPherson, DH

How would you like to request specific information from our human intelligence (HUMINT) collectors? Would it help you get your job done? Would it help you serve the mission if you knew what they had an opportunity to collect tomorrow or next week? If a picture is worth a thousand words, would you benefit from digital images or documents attached to the reporting?

DIA's Directorate for Human Intelligence's (DH's) new HUMINT Online Tasking and Reporting (HOTR) System now gives you the power to directly engage with HUMINT collectors around the globe.

Traditional HUMINT Reporting Problems

Sept. 11 illustrated just how crucially our nation needs HUMINT. Terrorist groups and non-state entities operate in entirely different ways than nation-states, often employing advanced measures to deny our use of the advanced technical means that provided valuable intelligence during the Cold War. Because of this, it is necessary to ensure that our HUMINT collectors operating in sometimes austere and forbidding conditions have the tools they need to obtain and disseminate crucial information to save lives and support the warfighter.

> "We need to foster collection and analytic transformation by strengthening integration, collaboration and tradecraft."
>
> *Director of National Intelligence's 100 Day Plan*

There have been too many obstacles between HUMINT collectors and analysts.

Legacy HUMINT reporting and tasking systems are manpower-intensive, cumbersome and perennially tardy in disseminating crucial HUMINT information. The reporting formats are based on obsolete technology and are not user friendly — as anybody who has read or written an intelligence information report (IIR) can attest. HUMINT systems have not encouraged the collaboration between collectors and analysts necessary to ensure that DIA's customers receive the accurate and timely intelligence necessary to support the warfighter and further American interests.

HUMINT products have also suffered from a lack of data accuracy. If any addressing or data

errors existed, a HUMINT message would not be published, and worse, the author might not be notified that the message was not published. Historically only 72 percent of DIA HUMINT reporting publishes correctly the first time.

Finally, access to HUMINT databases has generally been limited to only intelligence community (IC) personnel. In today's fast-paced joint atmosphere, collaboration needs to occur not only within the IC, but also between the IC and others, such as operators, planners, policymakers and law enforcement.

What is HOTR?

The HOTR System is a Web-based SIPRNet application that seeks to close the gap and provide a technological leap for Department of Defense (DOD) and IC HUMINT collectors worldwide. HOTR facilitates near real-time communication between analysts and collectors by allowing collectors to quickly author and disseminate collected intelligence. Conversely, HOTR allows analysts to quickly respond to collectors and drive further collection.

With HOTR, anyone with SIPRNet access can immediately view IIRs, notices of potential (NIPs), knowledge-ability briefs (KBs), IIR evaluations and source directed requirements (SDRs) in near real-time. IIR enclosures and digital support packages for NIPs, KBs and SDRs written using HOTR are available immediately after the IIR is published. These documents can then be searched and retrieved to quickly yield the desired information. HOTR can also be configured to send alerts when topics of interest have new information reported. For many analysts and users, this level of "view-only" access can provide much needed situational awareness.

A "write-access" account is required to truly interact with ongoing operations. These accounts are only granted to individuals tied to approved analytical centers or collection units. Those with write-access can generate SDR documents tied directly to NIPs, KBs and IIRs, and can also draft IIR evaluations.

TO GET STARTED WITH A VIEW ONLY ACCOUNT

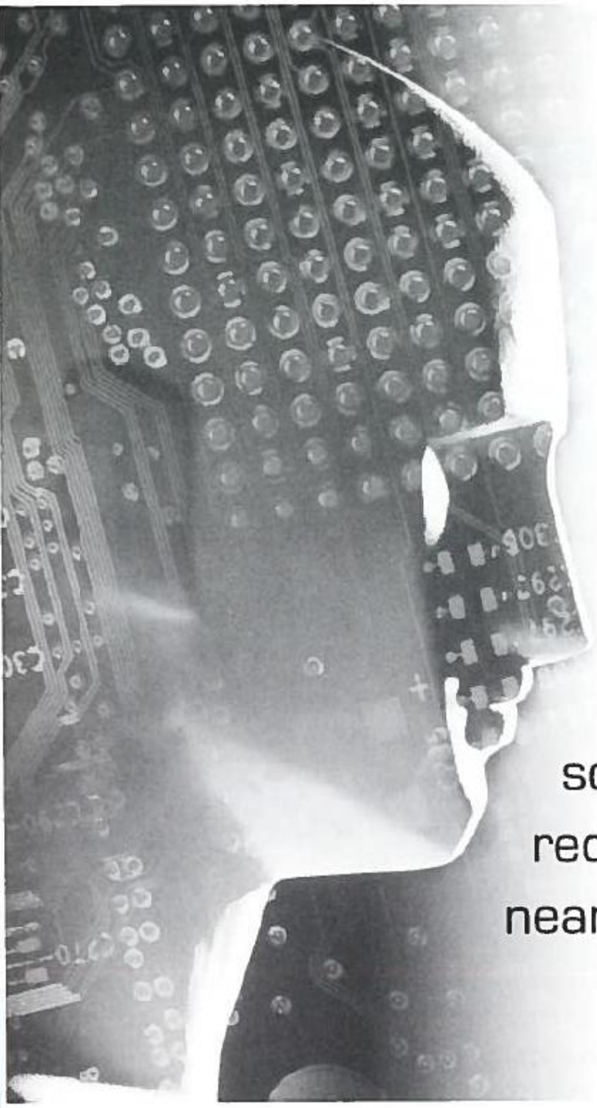
1. From your SIPRNet workstation, go to the DIA Web page — http://www.dia.smil.mil.
2. Click the "HOTR" button along the left side of the page to access the login screen.
3. If this is your first time logging in, click the "Create View Only Account" link.
4. Fill in the required information and click "Save."

TO REQUEST A WRITE-ACCESS ACCOUNT

1. Complete the registration steps above for a View Only Account.
2. Contact your local HOTR organizational coordinator. If you are unsure who that is, contact the Trusted Wisdom Program Management Office at (703) 907-2737, x1689, or x1741.

HOTR is user friendly and lets users focus on the content of the report, not the format. Reports are automatically formatted and checked for errors, resulting in a near 100 percent publication success rate. HOTR also accesses HUMINT data available in the InfoSphere Management System (ISM), the DOD database of record for HUMINT reporting. Reports are automatically sent to ISM and the Defense Messaging Service without any additional effort by the author. In addition, reports can be sent to any addressee the author chooses, including the Web Intelligence Search Engine, or WISE, other agencies, and collectors in the field.

Most importantly, HOTR makes publishing documents so easy that it has enabled analysts and collectors to interact more quickly and visibly than



> "With HOTR, anyone with SIPRNet access can immediately view IIRs, notices of potential (NIPs), knowledge-ability briefs (KBs), IIR evaluations and source directed requirements (SDRs) in near real-time."

ever before. Since January 2006, more than 24,000 collector reports and 5,000 analyst responses have been published using HOTR. The reduction of the timeline of this interaction from days or weeks to hours or minutes is unprecedented. This fast, official and visible interaction directly enables the "increased transparency and collaboration between analysts and collectors" envisioned in the Director of National Intelligence's 100 Day Plan. Collectors and analysts are communicating back and forth to refine, focus and direct HUMINT collection at an unprecedented brisk pace.

Who maintains HOTR and how do you obtain access?

Project management of the HOTR System is jointly led by the DH HUMINT Information Systems Management Branch (DHG-3A) and the Directorate for Information Management and Chief Information Officer (DS). DHG-3A is staffed by information technology experts, developers, and former collectors, collection managers and analysts who bring a diverse wealth of knowledge to the effort.

The HOTR System reached initial operating capability in November 2005, and since then DHG-3A has released six major upgrades to the software, on a schedule of an upgrade roughly every 12 weeks. DHG-3A staff strives to be as responsive as possible to its customers and welcomes comments and recommendations from its users, which will be considered for inclusion in subsequent releases.

If you need immediate access to high-quality HUMINT to support your contribution to DOD's mission, log on to the HOTR System and familiarize yourself with its capability.

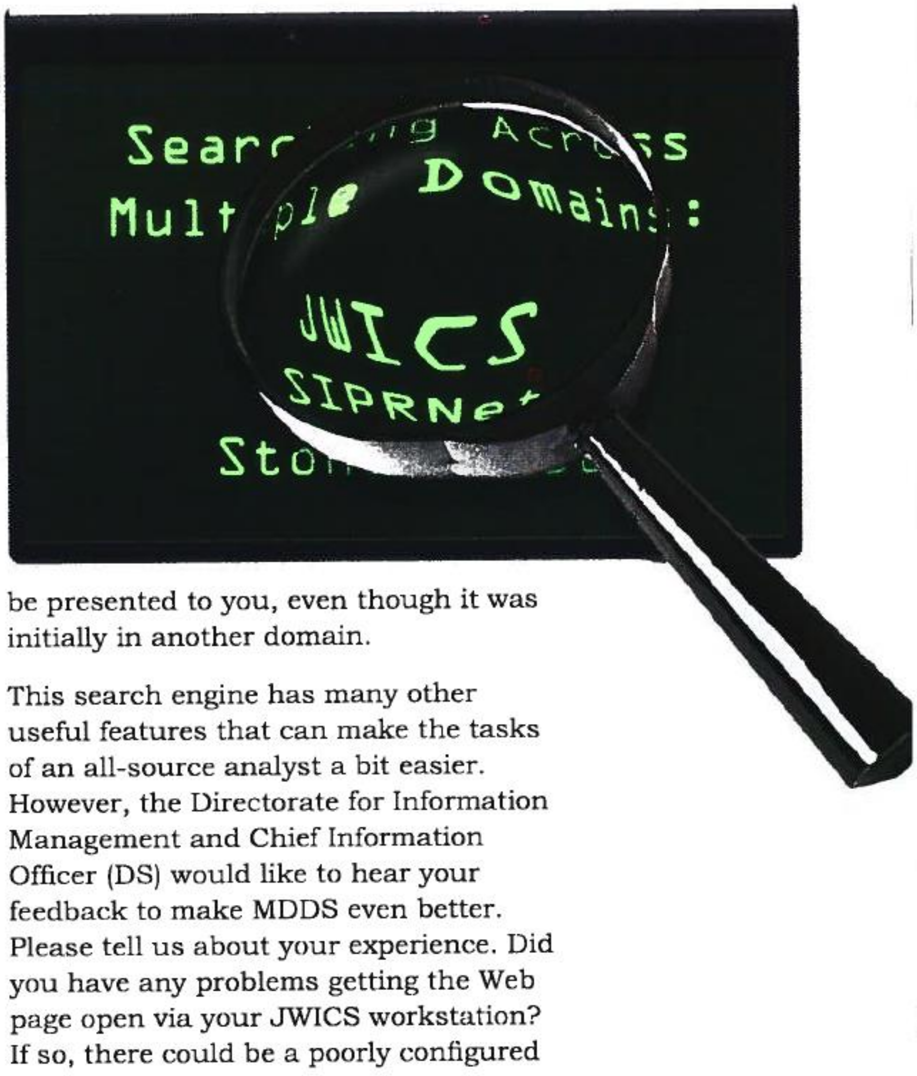
SEARCHING Across
Multiple Domains

By Bob D. Gourley, DS

Have you ever wanted to search across JWICS, SIPRNet and Stone Ghost all at the same time? That's impossible, right? Actually, new systems have been put into place that allow users to search across domains in a very safe and secure way. This capability, the Multi-Domain Dissemination System (MDDS), is a search tool that presents results in a way that customers find useful.

To get started, go to DIA's homepage on JWICS and click on the "Tools" tab at the top. Look to the left under "Web-Based Tools and Services" and scroll down to click on the "MDDS Search" link. The link will take you to a page that looks similar to any other search engine. You can enter a search there that provides results originating in JWICS. Search results are "clustered" in helpful categories that can assist you in finding what you are looking for faster, and it can also help you discover new knowledge about the topic.

To search across other domains, click on the "Advanced Search" button and select the domains and databases you want to search. For example, type the words "rocket launcher" in the query window and click the button that says "All" across from "Sources," then click on "Vivisimo Search." Doing this will launch a search against databases in JWICS, SIPRNet and Stone Ghost. When you see the results, you will see them tagged with the domain the results originated from. Click on the results and the data will be presented to you, even though it was initially in another domain.



This search engine has many other useful features that can make the tasks of an all-source analyst a bit easier. However, the Directorate for Information Management and Chief Information Officer (DS) would like to hear your feedback to make MDDS even better. Please tell us about your experience. Did you have any problems getting the Web page open via your JWICS workstation? If so, there could be a poorly configured device on the network and I would like to personally know about it. Finally, let me know how you use this new capability. We want to keep improving MDDS to better serve the cause, and your feedback is important in doing so.

A Tribute to Gordon F. NEGUS

By Dr. Janet A. McDonnell, DA

Photo from "DIA at Forty Years"

Gordone Negus, left, and Dennis Nagy share a light moment at the DIAC.

The intelligence community lost one of its giants May 4. Former DIA Executive Director Gordon F. Negus passed away at his home in Lewes, Del., leaving behind a rich legacy. He is remembered as a dedicated professional, creative thinker, exceptional intellect and gifted mentor. He was a superb analyst — thorough, methodical and passionate. Those who worked closely with Negus describe his superior talent for asking the right questions and continually challenging analysts with the question: what don't we know? He is also remembered as a man who fully enjoyed life, was devoted to his family and loved sailing on the Eastern Shore.

Negus' contributions to the tradecraft of intelligence analysis and to the nation's security for nearly 50 years were substantial. Perhaps most important, this quiet, self-effacing man helped bring about the end of the Cold War. In 1974 Negus became the first defense intelligence officer for strategic forces and arms control. He was DIA's senior analyst for arms control negotiations and contributed to the Strategic Arms Reduction Talks. After President Reagan took office in 1981, Negus convinced the administration that, contrary to the current assumption that the Soviets would be deterred in the arms race by the prospect of mutual destruction, the Soviets believed they could survive a nuclear attack. His work prompted a significant change in U.S. nuclear deterrence policy.

> "Through his efforts the threat of nuclear holocaust has been reduced, making the world a safer place for all of us."
>
> — Rep. Anthony Beilenson

Negus worked directly for the chairman of the Joint Chiefs producing a pivotal study in 1984 that provided the philosophical underpinnings for the administration's policy to end the Cold War. Years later, Rep. Anthony Beilenson, chairman of the House Permanent Select Committee on Intelligence, entered the following tribute in the Congressional Record: "Through his efforts the threat of nuclear holocaust has been reduced, making the world a safer place for all of us."

Negus was a major leader in the transformation of military intelligence. He came to DIA in 1967 as the branch chief for Soviet command and control. DIA was a new agency still struggling to prove itself, and the CIA dominated the field of military intelligence. Beginning in 1980 with the infusion of funds and new billets, Negus led DIA in developing an analytic capability that made it the nation's premier military analysis agency. He was "the single person most responsible for the maturing of the Defense Intelligence Agency as a military intelligence analysis capability for the U.S.," explained former DIA Deputy Director Mike Munson.

Negus believed passionately that analysis had limited value if it could not be used to support policy development. Throughout his career, he devoted himself to devising better ways for DIA and the intelligence community (IC) to analyze intelligence and communicate that analysis effectively to policymakers. He demanded the highest standards of analytic rigor and information sharing within the

IC. His goal was to provide the most timely, reliable intelligence possible to national leaders.

In the 1980s, Negus contributed to the development of early crisis management in DIA and was largely responsible for the establishment of the Operational Intelligence Crisis Center, which served as the primary vehicle for coordinating analytic support during crises. That organization had a profound affect on the way DIA handled operations around the world. He was also a skilled mentor who created an environment where analysts could think creatively. Negus nurtured and developed a cadre of talented analysts, many of whom went on to hold leadership positions at DIA.

Throughout the 1980s, Negus served in various DIA positions to include assistant deputy director for basic intelligence and vice deputy director for production. In 1986 Negus became executive director of DIA, one of the three members of the command element responsible for daily DIA operations and long-term planning and strategic resources management. After retiring from DIA in 1990, he continued to make substantial contributions to the art of analysis and to the IC working as a consultant to various national intelligence organizations by providing advice and expertise in strategic planning, future intelligence requirements, and nonproliferation and arms control.

PROFILES

The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

F. Dixon JORDAN

How long have you been with DIA, and where have you worked within the agency?

I've served in DIA for nearly 18 years — almost 11 years as a civilian in the Office for Congressional Affairs (CP-C), a four-year active duty tour in CP-C, and a three-year tour as assistant air attaché and air attaché in Lisbon, Portugal.

What are your fondest memories with the agency?

I have three fond career memories that stand out over the others.

First, as an assistant air attaché, and later an air attaché, in Lisbon, Portugal, I had a rare opportunity to observe the results of the collapse of 50 years of stability at the hands of 200 leftist military officers on the night of April 25, 1974. The secretary of state, it was alleged, advocated letting Portugal be the "vaccination for Europe." A Western European NATO member going communist would scare other Europeans to greater alliance participation levels. U.S. Ambassador Frank Carlucci was of another mind — he backed the less vocal majority, led by the Socialist Party of Mario Soares, and, with time, outmaneuvered the smaller but more active minority. As one of the most fluent American Portuguese speakers in our small embassy, Carlucci once called me up to his office to compare notes on how best to carry out demarche instructions from Washington. The language from the Department of State was not to his complete satisfaction. Carlucci wanted to change the tone to reflect his best judgment. I was fortunate to have had a part in that communiqué.

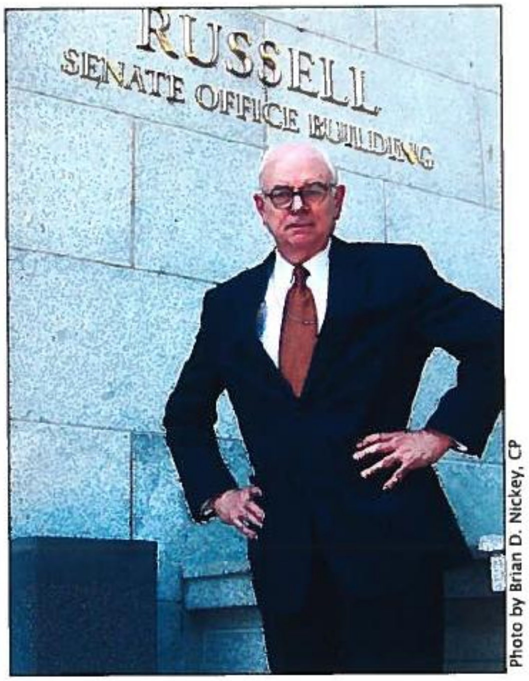


Photo by Brian D. Nickey, CP

With several weekly visits to the Hill, the Russell Building was often Dixon Jordan's home away from home.

Second, serving as a base commander in Ankara, Turkey, in the early 1980s was a supremely gratifying experience; being a commander is an officer's greatest test and thrill. One day while looking out my office window, tanks from a nearby base went rumbling by headed to town. Armed with prior attaché experience, I started counting them, picked up the phone and called the assistant army attaché at the embassy. MAJ Steve Norton (now chief of the Defense HUMINT Management Office) answered, told me to keep counting and he'd be over to see me soonest. When he arrived we compared notes and he departed for the embassy. Norton reported a coup was imminent, and he wanted to send his report but Ambassador Spain — yes, an "Ambassador Spain" in Turkey — would not let him release it. The next morning we woke up to a locked parliament, and the Turkish General Staff had replaced the government.

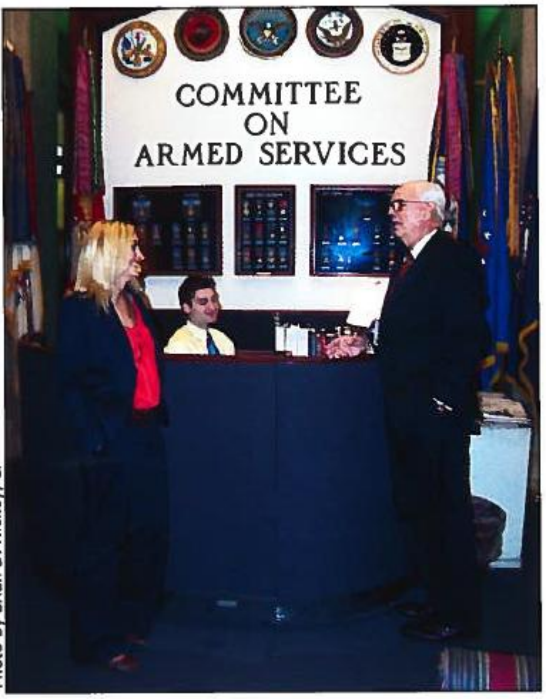


Photo by Brian D. Nickey, CP

As a congressional liaison for DIA, Dixon Jordan frequently called on the staff of the Senate Armed Services Committee.

Third, the experience of being a DIA congressional liaison gave me insights into the operations of our own government. It was privileged work to see daily how the legislative branch worked. I took pride in representing our director and the rest of our agency, especially that hard working analytical force that is our main stay. I took pride in my appearance and conduct every time I walked out of the Pentagon headed to Capitol Hill because I wanted to reflect well on my agency. And, the work of ferreting out information for our advantage and providing information to congressional counterparts I found to be very much like being an attaché in one's own capital city. I found Hill staff to be well-educated and polite, each on a mission as are we. I watched Sens. John Warner of Virginia and Carl Levin of Michigan at close range and can assure you we are a fortunate nation to have their untiring, dedicated service.

What lessons did you learn throughout your career that you would pass on to others?

First, be sweet. Most people are nice in all walks of life. Nastiness breeds on itself. Respond rapidly to requests and your customers will be content.

What would you consider to be your greatest contribution to DIA?

I helped to keep congressional committee staff on our side.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The demographics of DIA have changed over the years. There is a new population of well-educated and qualified professionals aboard. The future is assured.

Do you have any final words of wisdom you would like to share before you part from DIA?

Consider your word your bond. Don't make promises if you cannot keep them.

In addition, I regularly briefed Tomorrow's Intelligence Professionals classes on congressional affairs. Once I had the question asked of me, "Do you think we will ever achieve the name recognition the CIA has?" It was clearly a "no" response. Additionally, I answered that what is more important is we take pride in who we are and what we do without envying other outfits. We are 11,000 providing needed foreign military intelligence. "Excellence in defense of the nation" is our motto. We don't need to be a part of some vulgar competition for name recognition. That aside, the future of the nation is secure, I am sure of it. Through mentoring, escorting analysts to Capitol Hill and working with colleagues, I know we have vast resources in well-educated, experienced active duty and civilian persons to draw upon for the future.

All In a Day's WORK

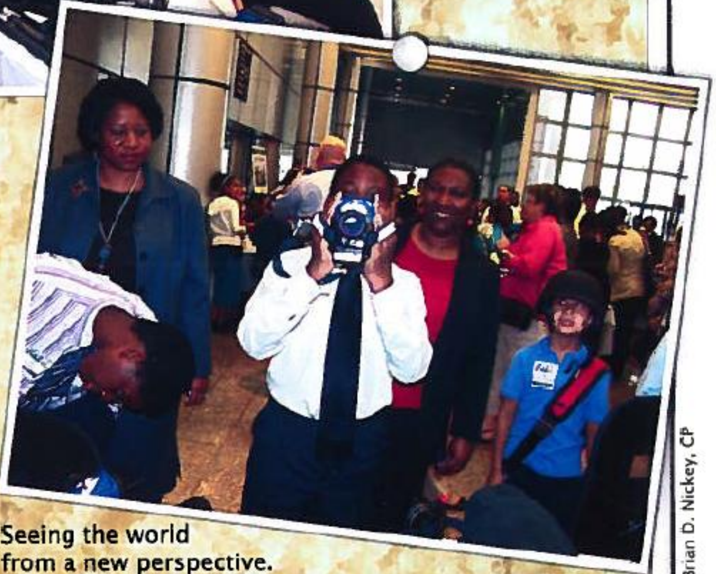
More than 200 children joined the usual DIA work force during Take Your Child to Work Day on June 15. The kids got a daylong glimpse into the agency, learning how DIA supports the warfighter both domestically and abroad. They also took part in activities including arts and crafts, a panel on DIA careers and a tour of the DIAC.

The full day of activities included hands-on demonstrations.

Justin Askenazy suits up in protective gear.

Katherine Lundy and Justin Alford examine the weapons display.

Kobe Sprecher tries on a helmet and vest as Jordan Campbell looks on.



Seeing the world from a new perspective.

Photos by Brian D. Nickey, CP

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in April & May 2007

By the Office of Human Resources, HC

Civilian Retirements

Cynthia V. Banks, DI
Robert P. Buchanan, DI
Betty Butcher, HC
Mary J. Lindsay, HC
G. Starr Lopaze, DS
Susan H. McFarland, DI
Robert A. Mirabello, MC
Thomas R. O'Keefe, DI
John R. Robinson, MC
Gustenia B. Scott, FE
Marcia L. Toepfer, DI
Mary J. Tully, AE
Clyde E. Walker, DI
Bruce E. Weigle, DI

Employees Celebrating 40 Years Federal Service

Isaac D. Edmond Jr., DI
Harold G. Krivell Jr., DI
Terence F. Martin, DI

Employees Celebrating 35 Years Federal Service

Richard P. Gareau, DT
Luria D. Greene, AE
Anne H. Yoshimura, DA

Employees Celebrating 30 Years Federal Service

Yvette H. Bumpers, DS
James J. Conlon, IG
Joyce I. Dyson, DI
Gloria Freund, DI
Lillie M. Gaskins, DI
Keith E. Herrington, CS
John M. Ishikawa, DS
Daryl S. King, DI
John Michalowski, DH
Janet F. Rogers, DS
Phyllis I. Steele, DS
Phyllis P. Sykes, HC
Alice C. Wilkerson, DH

Employees Celebrating 25 Years Federal Service

Markus P. Brace, DH
Christina M. Bromwell, DA
Lori T. Caldwell, DH
Carmen S. Delgado, FE
Timothy A. Devere, DS
Ivey O. Drewry III, DI
Rebecca G. Duncan, DI
Lourdes Elman, DH
Linda A. Gould, DI
Gary S. Greco, DI
Stephen C. Haaga, DH
Alexandre L. Jevgrafovs, DH
Diana E. Jiron, DT
Yvette D. Morris, DS
Alice S. Nguyen, DH
Maria K. Pallas, CP
April L. Powers-Matthews, DS
Sonya J. Shipman, DH
Thomas W. Van Wagner, MC

Employees Celebrating 20 Years Federal Service

Jay N. Asato, DS
Beverly J. Barnhart, DI
Fred C. Burk, FE
Karen L. Danner, FE
Dennis R. Dougherty, DA
Garland A. Galway, AE
Tracy J. Harvey, HC
Dennis G. Lair, DS
Erika C. Macias, DJ
Annette K. Manuel, HC
Ike Maxis, DT
Thomas A. Meyer, DI
William D. O'Hara III, DI
Lorrie D. Powell, DI
Keith R. Shoemaker, DH
Dwane L. Wiley, DH
Frank P. Williams, DI
Ronald A. Woodward, HC

Employees Celebrating 15 Years Federal Service

Dean J. Adkins, J2
Gus E. Bibins, DH
Chad A. Bierman, DI
Robert E. Dunfield, DT
Dionne R. Ford, DA
Jodi L. Hartel-Oarr, DT
Mary M. Hokanson, DH
David D. Lester, DS
Erich C. Lyman, DA
Sue Magsanoc, DH
Gregory Manora, HC
Roberta Y. Mathis, DA
William D. McConnell, DJ
Nathan K. Milliard, DI
Elaine D. Posey, DS
Catherine J. Sargent, DS
Denise R. Shanks, DA
David A. Stradley, DA
Sharon M. Wells, EO
Esther L. Woods, AE

Employees Celebrating 10 Years Federal Service

Juan F. Ayala, IG
Donald L. Bell, DS
Douglas M. Cate, DS
Pedro A. Chevere, HC
Jack G. Dale, DI
Ray Donatt, DH
Sheldon M. Fatherly, DH
Cleta A. Gray, DJ
Amanda L. Kaufman, DI
Douglas J. Kelly, AE
Yance Klemmick, DH
Jon A. Lapointe, DI
William D. Martinez, DS
Flynn McGowen, DH
Mark A. Momparler, DS
Marcelley J. O'Hair, DT
Christopher J. Pommerer, DT
Rafael Sanchez-Carrasquillo, DI

Laura R. Sandan, DI
Marilyn B. Sorrell, EO
Lisa M. Stidham, DI
Shawn R. Sullivan, DI
Veronica T. Tunstall, DI

DIA Promotions to DISES

Richard S. DeLauter, DJ
Pamela J. McCue, DI
John J. Powers, DJ

DIA Promotion to DISL

Robert S. Williams, DI

DIA Promotions to GG-15

Cornelius F. Bennett, DA
Raymond P. Burt III, DH
Larry W. Cartier, DJ
William R. Chadwell, CE
Robert V. Coats, DS
James K. Dunbar, HC
Gwendolynn A. Estep, DS
Mark R. Fahner, DT
John Gibilterra IV, CP
Christian M. Gilbert, DT
Donald J. Hanle, MC
Byron C. Hartle, DJ
Regina R. Hayes, DI
Kenneth H. McCormick, DI
Rita F. Nobles, DJ
Tina L. Parnes, HC
Gary C. Payne, DH
Dale R. Ross, DH
Paul G. Sell, DI
John J. Shanley III, DS
David E. Steele, IG
James E. Steinke, MC
Laurie G. Streeter, DI
Bernard D. Ward, DT

DIA Promotions to GG-14

William P. Adams, DS
Steven R. Allen, DI
Elizabeth A. Anderson, DJ
Reid E. Anderson, DS
Reginald V. Autry, DA
Cecil D. Berryman, HC
Craig S. Bettis, HC
Robert L. Brown, DH
Derek C. Burdon, DI
Earl A. Carpenter Jr., DH
Jeffrey M. Chock, DT
Heriberto Crespo, DJ
Molly K. Cunningham, DI
Jennifer A. Davis, MC
Iris L. Dixon, FE
Reyes Esparza, DS
Marie E. Filion, DI
Gregory M. Gieryic, DT
Anthony J. Hunter, DI
Theresa V. Johnson, DA
Bernadette N. Kilcer, CS
Kenneth L. Kirkland, DH
Karin T. Lum, MC
Sherri L. McFarland, MC
Nabalis Nieves, CS
Randy M. Notto, DS
James Pilko, DS
Timothy H. Pipes, DS
Kevin D. Poling, DJ
Stanley R. Pryga, DI
Jodi G. Riddell, DI
David A. Romine, DH
Grace N. Tanaka, DS
Brenda S. Woods, HC
Boyd H. Work III, DT

DIA Promotions to GG-13

Daniel S. Austin, DS
Holli C. Baker, HC
Victoria L. Barasch, DA
Colon B. Bowden III, DS
David E. Burk, DI
Brooke J. Carr, DA
Peter A. Chevere, DI
Zachary L. Constantino, DI
Rhonda D. Edmond, HC
Daniel E. Folliard, CP
John E. Fox, DS
Rosanah Fung, DI
Richard C. Gist, DS
Jenny L. Handy, DI
Roberta L. Hilton, DS
Tamara M. Hunt, CE
Patricia A. Jenkins, HC
Gary W. Johnson, DS
Cindy S. Jones-Price, HC
Elizabeth A. Kiefer, DI
Steven R. Knop, DS
Richard D. Latimer, DS
Kenneth Lee, DS
Fiza Malik, DI
Amanda E. Maxwell, DI
Jennifer A. McDonald, DI
Richard D. Mestas, MC
Lucia C. Mollaioli, DI
Patrick D. Omasta, DA
Melissa M. Palus, DS
John W. Parrish, DS
Matthew Pascarella, DT
Sean E. Pratt, DI
Lawrence A. Reese Jr., DS
Margot I. Seldin, DT
Alexandria R. Stevens, DI
Kizzy A. Thomas, DI
Jarvis L. Waters, DI
Jennifer L. Young, DI

DIA Promotions to GG-12

Andrea H. Abernathy, DS
Naz Ahmed, DI
Karen E. Albert, DI
Charles L. Baldwin, CS
Carolyn M. Balentine, DI
Stella R. Barnes, HM
Donald L. Bell, DS
Timothy P. Briskey, DI
Patrick J. Conley, DI
Letitia D. Daniels, FE
Mary E. Drake, DI
Christopher H. Edwards, DI
Pierre G. Elliott, DI
Tammy K. Evans, HC
Adam J. Godet, DI
Lindy L. Gunderson, DI
Mark W. Hansberger, DI
Barbara J. Haynes, CE
Angela D. Johnson, FE
Joseph F. Jozwiak, DS
Jeremy R. Karbowski, DT
Elizabeth A. Kiefer, DI
Matthew A. Kucenski, DS
Matthew G. Legas, DI
Kristen A. Machado-Kenney, DI
Gary R. Milhan, DS
David D. Miller, DI
Sarah E. Moseley, CP
Robin M. Newman, HC
Aubrie L. Ohlde, DI
Jay K. Rangan, DI
Stephen C. Sboray IV, DI
Nicola J. Soares, DA
Michelle Walker, DA
Travis D. Weaver, DI
Janelle S. Williams, MC

DIA Promotions to GG-11

Scott E. Appleton, DI
Roderic W. Baker, DI
Barbara J. Birk, FE
Christopher P. Bravo, DT
Paula A. Chisholm, DA
Zona M. Craig, J2
Cletus A. Dailey, DS
Peter DeNesnera, DI
Joseph D. Disalvo Jr., DS
Karen O. Doyle, DA
Tara E. Edlund, DI
Elba Y. Figueroa, CP
Jacquline D. Graham, DA
Lindy L. Gunderson, DI

Angela L. Inge, DA
Deborah A. Johnston, DT
Betty H. Jones, DS
Catherine T. McMahon, DS
Jennifer Metroka, DI
Angela T. Nelams, DI
Richard W. Shuen, DS
Cedon M. Smith, HC
Jennifer L. Stanley, DI
Ann E. Talmadge, DI
Octavious L. Tookes Jr., DA
Darlene E. Williams, DA
Yoshiko A. Williams, FE

DIA Promotions to GG-10

Brian J. Banal, FE
Michael C. Blue, DI
Melissa Canfield, J2
William Chambers, DS
Lisa Z. Chen, DS
Kimberly J. Cooper, IE
Shirley Croskey, HM
Pamela B. Dahlhauser, DI
Cassidy J. Ginivan, IG
Geraldine Green, IG
Rachel M. Houhoulis, DA
Gardenia Hutchinson, CP
Kevin L. Huttenbach, DI
Adam Kogeman, DI
Robert D. Levy, DI
Catherine M. Logie, DH
Tiffany N. McCoy, DI
Marcy E. McDonald, DI
Christine L. Moore, HC
Wilbert R. Morgan, DA
David A. Osborne, DJ
Hester B. Parson, DA
Keena N. Reese, DI
Jason Rivlin, DI
Gloria A. Smith, DA
Keith C. Smith, DI
Donald R. Werner, FE
Heather R. Willison, DS
Lorenzo Winfrey, DS
Heather D. Winkelmann, DI

DIA Promotions to GG-09

Michael E. Aune, DI
Larry R. Gibbs, DA
Suzette M. Giroux, HC
Angela F. Holmes, DH
Robert W. Lose, DA
Nicola T. Mason, DI
Roberta Y. Mathis, DA
Robert Pole, DI
Brendan M. Staley, DI
Katherine R. Walters, DI

DIA Promotions to GG-08

Charisse D. Brown, DA
Evan J. Cannell, DI
Scott D. Minner, DI
Austin C. Sonnenberg, DI

DIA Promotions to GG-07

Ethel Griffin, DS
Yulondia C. Pettigrew, DS

DIA Promotion to GG-06

Jason M. Pederson, HC

Army Promotions

COL Michael V. Schleicher, DH
LTC Terrence L. Murrill, DI
MSG Deborah A. Mosby, DH
SFC Quinn Bledsoe, DH
SFC Walter J. Denson, DH
SFC Engin Erdogan, DH
SFC Henry C. Grant, DH
SFC Yolanda Hendricks-Roach, HC
SFC Gregory M. Keim, DH
SFC Eduardo A. Madera, DH
SFC James M. Mullin, DH
SFC Salatha S. Shuman, DH
SFC Dwayne J. Williams, DH

Air Force Promotions

CMSgt Kelly Dixon, DH
SMSgt Douglas Anderson, DH
SMSgt Patrick L. Butler, DH
MSgt Eric S. Bailey, DH
MSgt Mary Eiteuner, DH
MSgt Donna M. Martin, DT
TSgt John B. Gibson, J2
TSgt Jorge R. Lopez, DH
SSgt Carlton Edwards, DS

Navy Promotions

CAPT Michael A. Sokolowski, DI
CDR Timothy Weber, DH
SCPO Stephanie L. Moldovan, DH

Marine Corps Promotion

GySgt Jayson P. Landin, MC

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2007 Summer Interns

Denise S. Arel, FE
Hillary C. Back, DS
Marisela Bobadilla, DA
Mary K. Bramlett, HC
Andrew L. Brooks, DI
Daniel J. Cotton, DS
James M. Crotty, DH
Christopher L. Culberson, DI
Jessica N. Deckard, DH
Jeffrey J. DeYoung, DS
Josue M. Diaz, DT
Daniel P. Dieckhaus, J2
Brooks W. Diehl, DT
Holly Donaldson, HC
Peter Fanning, J2
Sean T. Flood, DA
David L. Garber, DT
Katherine L. Gibson, DS
Erin L. Greathouse, DA
John L. Gypson, DA
Jessica Hart, DA
Thomas J. Harte, DI
Rachel M. Hudson, HC
Elizabeth N. Immele, DA
Bryn E. Jackson, DI
Jennifer L. Johnson, DA
Ashley M. Jones, DT
Shannon Jones, DS
Brennan C. Keeter, DA
Dean C. Knox, DI
Michael B. Leahy, DH
Jason Lee, DT
Margaret Y. Lee, CP
Daniel S. Levine, DI
Eric L. Littlepage, DI
Alexander B. Maggio, DI
Elias J. Mallis, HC
Craig P. Marcus, DI
Emily J. Morrison, DT
Tania M. Negron-Velez, DA
Paul A. Oskvarek Jr., FE
Jordan Padams, DS
Zachary A. Panitzke, DS
Michael W. Pistell, DS
Gaspare J. Pizzo, FE
Adam A. Porroni, DS
Brook L. Rodriguez, DH
Catherine G. Russler, DH
Carolyn C. Ryan, CP
Jason L. Sabada, DS
Jennifer M. Sieviec, DI
Shealin L. Smoot, FE
Benjamin R. Split, DS
David B. Springer, DH
Toya R. Stiger, DI
James B. Tarter, GC
Mabel Torres-Rossy, DA
Austin J. Williams, DI
Annette S. Wilson, DI

on the HORIZON

events for AUGUST & SEPTEMBER 2007

August

Aug. 3 Dining Out, 6 p.m., Bolling Air Force Base Club

Aug. 7 DIA/NGA Leadership Quarterly Meeting

Aug. 9 Communications Board meeting, noon to 1 p.m., Pentagon

Aug. 17 DIA Annual Picnic

Aug. 22 Crossing Boundaries, noon to 1 p.m., DIAC Conference Center Side A and VTC

Aug. 24 Junior Enlisted Advisory Council Family Day at Kings Dominion

Aug. 26 Women's Equality Day

Aug. 27 - 30 Synergy '07 Conference, New Orleans

Aug. 28 - 29 Intelligence Community Educational Simulations and Serious Games Symposium, 7 a.m. to 5 p.m., DIAC, visit *http://www.dia.ic.gov/intel/symposium/Gaming_Symposium/index.html* on JWICS

Aug. 30 Recognition of Excellence event, 1:30 p.m., Tighe Auditorium

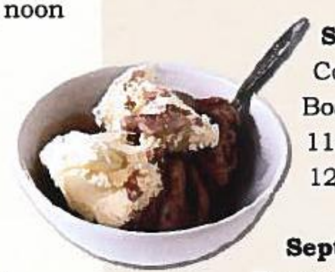
September

Sept. 3 Labor Day

Sept. 6 - 7 DIAC Vendor's Fair

Sept. 11 Patriot Day

Sept. 12 Pentagon Ice Cream Social, 11 a.m. to 1 p.m., Room 1A674



Sept. 13 Communications Board meeting, 11:30 a.m. to 12:30 p.m., DIAC

Sept. 13 Crossing Boundaries, noon to 1 p.m., Pentagon New Foresman Room and VTC — Including DIAC Rooms 743 and 728

Sept. 13 Ramadan begins

Sept 13 Rosh Hashanah begins

Sept. 14 Galileo Awards deadline

Sept. 15 National Hispanic Heritage Month begins

Sept. 15 - 17 Third Annual IC Camping and Rafting Trip, Gauley River, Fayetteville, W. Va.

Sept. 17 Constitution Day/ Citizenship Day

Sept. 18 DIA's Air Force 60th Birthday Celebration, 10 a.m., Tighe Auditorium

Sept. 20 Fall Golf Tournament, 8 a.m., Andrews Air Force Base East Golf Course

Sept. 21 2007 National POW/ MIA Recognition Day

POW★MIA
YOU ARE NOT FORGOTTEN

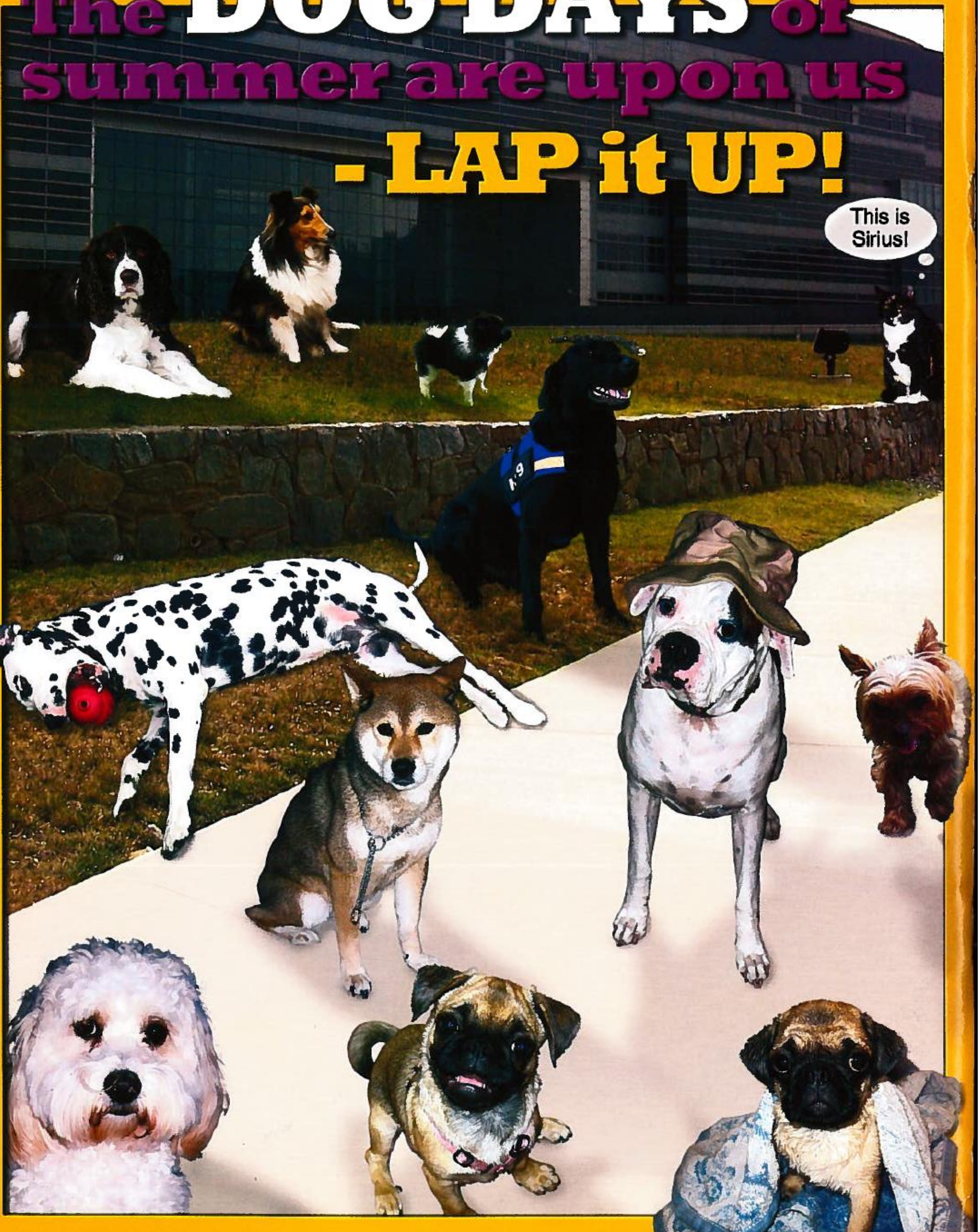
Sept. 22 Yom Kippur

Sept. 23 Autumn Begins

Sept. 27 Recognition of Excellence event, time TBD, Tighe Auditorium

For further information or updates concerning these events, please refer to the Internal Communications Web site.

The DOG DAYS of summer are upon us - LAP it UP!


This is Sirius!